



# FINANCIAL TIMES

Europe's Business Newspaper

WEDNESDAY AUGUST 24 1994

D8523A

## Sharif warns India over Pakistan's atomic weapons

**Benetton racing team signs deal with Renault**

Benetton Formula, the leading grand prix racing team this year, is ending its eight-year partnership with Ford, its engine supplier, in favour of forming a new alliance with Renault. The French carmaker announced yesterday that it had reached agreement to supply Formula One engines to the Benetton team for three years starting in 1995.

**Body Shop International**

The UK-based cosmetics and toiletries retailer is under investigation by the US Federal Trade Commission over its franchise operations in North America. Page 12

**Bad debts hamper Lloyd's**

Bad debts and declining investment returns will hold back the expected recovery in profits at Lloyd's, according to Chiatset, the company that monitors the London insurance market. Page 12 and Lex

**Doubt over N Korean leaders**

The delay in the official appointment of Kim Jong-il to the top leadership positions in North Korea is fueling speculation that his assumption of power may be in trouble. Page 12

**Volkswagen chairman Ferdinand Piëch**

Accused of playing "malicious tricks" on his competitors after his gloomy views on market prospects hit German car shares. Page 13; World stocks, Page 30

**Credit Lyonnais**

The troubled state-owned French bank, confirmed it was preparing criminal charges of financial impropriety against former executives of its loss-making associate company, International Bankers. Page 13

**NFC chief quits**

Peter Sherlock has resigned after just 18 months at the helm of the UK's largest transport and logistics group, NFC, and could receive up to £750,000 in compensation. Page 13; Lex, Page 12

**US telecoms war**

US long-distance telecoms operators are engaged in intense competition to provide core services. Page 13; Lex, Page 12; BT makes smart card investment, Page 6

**Zedillo set to dominate Mexican Congress**

Mexico's ruling party is set to win large majorities in both houses of Congress after Sunday's elections, giving Ernesto Zedillo's administration legislative control at least until the congressional elections in 1997. Page 4; Editorial Comment, Page 11

**US ends duty on Canadian lumber**

The US has ordered an end to collection of duty on imports of Canadian softwood lumber but it had yet to agree to return an estimated \$450m-\$500m in duties which a bilateral dispute settlement panel said had been wrongfully collected. Page 4

**Russia tackles armed forces corruption**

Russian prime minister Viktor Chernomyrdin is preparing an all-out attack on corruption in the armed forces, Sovydina, a leading Moscow daily, reported. Page 2

**Nigeria appoints new military chiefs**

Nigeria's head of state, General Sani Abacha, announced new chiefs of the army and navy following last week's crackdown on opposition. Page 3

**Japanese job security row**

A conservative cabinet member in Japan's new coalition government traded insults with the head of the employers' federation in a debate over the future of lifetime employment in Japanese industry. Page 3

**Shine goes off bonuses**

The UK government has closed a tax loophole which allowed companies to pay employees in diamonds or fine wines in order to avoid National Insurance contributions. Page 6

**IRA London bomb claim**

The IRA said it planted the bomb found in London's Regent Street on Monday.

**FT-SE 100** -2,175.1 (-3.8) **Yield** 3.97 **London** 1,534.62

**FT-SE Midcap 100** -1,347.78 (+6.45) **DM** 1,550.01

**FT-SE A-Shares** 1,592.41 (+0.1%) **FF** 1,515.00

**Nikkei** 20,380.76 (-13.80) **FR** 1,515.00

**New York** 1,363.00 **JPY** 1,514.00

**Dow Jones Int'l Ave** 3,776.15 (+24.53) **SE** 1,527.00

**S&P Composite** 465.07 (+2.75) **DK** 1,514.00

**US LUNCHTIME RATES**

**Federal Funds** 5.1% **3-mo T-bill Yld** 4.575% **Long Bond** 9.95% **Yield** 7.525% **London** 1,534.62

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**UK** 1,534.62 **Y** 16.23

**II LONDON MONEY**

**3-mo Interbank** 5.1% (5.1%) **12-mo gdp future** 3 Sep 1995 (Sep/1995) **20 North Sea Oil** (Argus) **Bank 15-day (DC)** \$15.95 (15.7) **Gold** **New York Comex (Dec)** \$386.50 (385.7) **London** \$386.00 (385.7)

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By Louise Lucas in Hong Kong

For the first time in a decade, the Hong Kong government auctioneer heard only silence yesterday when a plot of public land was put on the block. And for two other prime lots, after almost 10 minutes of bid-less bidding, China came to the rescue with a face-saving offer.

The result of the auction was as much about troubled relations between the Hong Kong government and developers, as it was about longer-term confidence in the territory's property market. But the unusual silence spooked Hong Kong stock prices, with the Hang Seng index losing 2.36 per cent on the day.

The auction hall was packed, as it generally is for the regular government

sell-offs, but the biggest property developer opted to send middle managers rather than the senior officers who typically attend. To some observers, their absence indicated an intention to protest against government attempts to influence property prices.

But the lack of bids also stirred fears about the fate of Hong Kong property prices, which have fallen by at least 12 per cent since their peak of March. The mood has shifted after an estimated 200 per cent leap in prices during the past three years.

Analysts who argue that the market is not ready for a real fall, say the present turbulence results from the tension between the government and the developers since plans were announced to

cool the market in March by increasing the flow of land. This tension has been heightened by a corruption investigation against leading property developers.

Yesterday's auction was, in effect, left in the hands of one bidder, Chinese-based Citic Pacific, which clinched two plots at the opening bids of HK\$320m (US\$412m) and HK\$220m, sharply less than market expectations, which were as high as HK\$3.2bn for the first plot, a residential site which Citic plans to develop into around 300 flats.

Citic's role was a positive sign for some observers who interpreted it as a vote of confidence from China in Hong Kong's long-term prosperity. Last month's auction saw another mainland-backed company, China Travel, bid

aggressively, highlighting China's vested interests in the territory, over which Beijing will take control in 1997.

Mr John Corrigan, the auctioneer, stressed that one Tuesday auction was not wholly indicative of the outlook for the property market, but confessed to being "a little disappointed". He attributed the poor response to a rise in interest rates. Hong Kong banks put up their main lending rate by 50 basis points to 7.75 per cent last Friday - and a cautious attitude among developers.

"It is confirmation that some of the heat has gone out of the market," he said.

But there was at least one happy man, Citic's managing director, Henry Fan. "It was a pleasant surprise," he said. "We never expected the complete non-exis-

tence of competition. We seldom have the chance even to put our hands up."

The tension between the government and Hong Kong developers is unlikely to end quickly. The colony's Independent Commission Against Corruption is seeking to establish whether developers colluded at a May land auction to divide up lots among themselves and minimise their cuttings.

But analysts fear that the investigation and attempts to control developers could harm the property and financial markets. About 65 per cent of the Hang Seng Index is linked to the property market, and with some private forecasts of falls of 5 per cent or more in property prices, bidding silences could become all the more eerie.

## Bidders shy away from HK property market



Deal close on 'fast-track' authority

## US Congress set to increase controls over trade issues

By Nancy Dunn in Washington

US trade officials are nearing the end of intricate discussions with Congress that will give the president a six-year authority to negotiate new trade agreements but weaken US efforts to bring labour and environmental issues into future pacts.

The negotiations are over US

legislation needed for the introduction of the contents of Uruguay Round agreements under the General Agreement on Tariffs and Trade. As the result of countless deals cut by Congress and the administration over the last few months, it is hoped that the legislation can be introduced next month and passed without amendment.

Before signing an agreement, the president must notify Congress. The president has to give 120 days notice in order to allow private sector advisers 45 days to submit reports evaluating the agreement.

After three years, the president must request a three-year extension of the fast-track to December 15 2000. The advisers must also submit their views.

The administration has also been forced to eliminate environmental and labour concerns from the negotiating objectives proposed in the fast-track.

The fast-track process, in theory, enables the president to submit for final approval trade pacts which cannot be amended. This is meant to assure US trading partners that the executive branch has the authority it needs

to negotiate in good faith. However, Congress has retained much of its authority over trade.

Under the new fast-track provision, the president will have to notify Congress 60 days before starting formal trade negotiations. During that time either house may disapprove of the proposed negotiation by majority vote.

The administration believes that these issues are appropriate to be included as part of future negotiations with prospective trade partners, but believes that an approach should be worked out with Congress and the representatives of the private sector on a case-by-case basis, according to the proposed wording.

However, the administration has promised not to negotiate agreements which authorise sanctions against trading partners on environmental or labour practices. "In the absence of bipartisan Congressional support",

in the negotiations on the implementing legislation for the Uruguay Round, congressmen have been approving measures to strengthen the US anti-dumping regime, which many trade law experts regard as an alternative form of protectionism.

## Russians defend the rouble with a flood of US dollars

By John Thornhill in Moscow

## Improved earnings signal Swedish banking recovery

By Hugh Carnegy in Stockholm

A sharp fall in the loan losses which threatened to cripple Sweden's banking system 18 months ago has helped two leading commercial banks, Skandinaviska Enskilda Banken and Svenska Handelsbanken, report a strong improvement in first-half earnings.

Handelsbanken, the only bank to survive the crisis without appealing for state aid, announced a three-fold rise in operating profits, to SKr1.3bn (US\$205m) from a surplus of SKr765m last time, as loan losses tumbled 60 per cent from SKr3.8bn to SKr1.45bn.

The central bank's action appeared at odds with recent government moves to lower interest rates and extend credits in response to lobbying from cash-strapped companies. Russian officials suggested a rift in monetary policy might be developing between different government departments.

A cut in the three-month refinancing rate from 150 to 130 per cent on Monday unsettled the rouble, raising concern about further monetary loosening at a time when the government's fiscal position is under strain.

Increased government spending and a softening of its position on credits to industrial enterprises and farms has also raised inflation worries.

The central bank, which has

been trying to cultivate a reputation as guardian of the rouble, succeeded in stabilising the currency yesterday. In turnover of

the crisis hit, have enabled the banks to overcome much of the damage done to their loan books by over-exposure to overheated property markets.

Handelsbanken said its total of

problem loans after provisions had fallen to SKr7.55bn from SKr12.25bn a year ago, and now accounted for 2.9 per cent of lending volume, compared to 4.1 per cent.

SE-Banken's problem loans

after provisions totalled

SKr2.55bn a year ago. They

accounted for 4.6 per cent of loans, compared to 5.9 per cent.

Over the past month, however,

the rouble has fallen 6 per cent.

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the merits of the interest rate cuts.

Some suggested that the cut

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# Chernomyrdin 'to expose' army graft

By Chrystia Freeland  
in Moscow

Russian prime minister Viktor Chernomyrdin is preparing an all-out attack on corruption in the armed forces, Sevodaia, a leading Moscow daily, reported today.

The newspaper alleges that army generals, who are appealing to the government for more funds and warning that the military may be unable to pay soldiers' salaries in the autumn, are siphoning off money from the armed forces' budget.

Citing unnamed sources close to Mr Chernomyrdin, but

Sevodaia claims that the prime minister, who is struggling to resolve Russia's mounting debt crisis without triggering a new round of inflation, plans to expose and oust corrupt senior generals.

The newspaper's story, which reporters say was leaked by high-ranking military officials, alleges that military officials are profiting by earning interest from military funds which they claim have been lost in Russia's labyrinthine financial system. The funds are eventually found and returned to the military treasury, but

not before serious delays in the payment of the armed forces' bills have occurred.

This allegation comes in the wake of government claims last week that the payments' crisis in other sectors of the Russian economy is in part due to corrupt factory directors and suggests that the government is looking for culprits on whom to pin the blame for the debt mountain.

The latest controversy comes at a time when the Russian military is already being shaken by another, more public, crisis. Russia's high command is trying to send the outspoken and popular officer,

General Alexander Lebed, from his power base in the 14th army in Moldova to command Russian troops in war-torn Tajikistan, on the Afghan border.

But General Lebed, who resisted the defense ministry's efforts to remove him from his post and disband the 14th army earlier this month, is proving difficult to unseat. Colonel Mikhail Bergman, a 14th army officer who is the general's closest confidant, said that General Lebed has refused to go to Tajikistan.

"They are trying to push him [General Lebed] away to the periphery," Colonel Bergman

said. "They are sending him under fire and hoping that that will die."

Colonel Bergman said that if General Lebed were to be removed from his command of the 14th army for rejecting his new orders, "we officers and soldiers of the 14th army will form partisan brigades".

Together with the corruption allegations, whose high-level military sources suggest an internal effort to undermine General Pavel Grachev, the minister of defence, General Lebed's recalcitrance indicates growing rifts within the ministry which was once the pride of the Soviet Union. General

Lebed, whose calls for the imposition of a military dictatorship and scathing denunciation of Russia's government has made him the darling of the officer corps, could become a locus for disaffected soldiers.

Colonel Bergman is unstinting in his praise of the young general, whom he describes as "a second Kuznetsov", in a reference to the military leader who brought Russia victory in the Napoleonic wars. Colonel Bergman describes General Lebed as "twice as strong as Arnold Schwarzenegger with a memory which was once the pride of the Soviet Union. General

## France to take firm line on spending

By John Riddick in Paris

France's 1995 budget will give priority to cutting public sector deficits and reducing social security charges, Mr Nicolas Sarkozy, budget minister, said yesterday.

Mr Sarkozy, who is aiming to reduce the budget deficit to FF17.5bn from a targeted FF19.5bn this year, added that income taxes would only be lowered if deficit targets were not jeopardised.

He took a tough line on reducing expenditure to prevent a rise in interest rates and support France's economic recovery. "Today, growth is there, but we must consolidate. To do that, we must avoid an increase in interest rates by controlling indebtedness and reducing the deficit," he said.

French long-term interest rates have already risen by more than 2 percentage points this year, partly because of the turmoil in international bond markets.

The strong performance of the German economy, which has raised concerns about the Bundesbank's willingness to reduce interest rates further, has also prompted economists to question the scope for cuts in France's short-term borrowing costs.

Mr Sarkozy is due to present his budget proposals at the end of September and is seeking to reinforce an impression of fiscal discipline ahead of next spring's presidential elections.

Said one economist at a French merchant bank: "The government is anxious to demonstrate its credibility. That means talking tough and sticking to their targets."

The minister played down the significance of a fall in manufacturing production in June, claiming that the underlying trend had shown steady improvement. The fact that 92,000 jobs had been created since the beginning of the year demonstrated that the government's policy was yielding results.

Next year's budget plan is believed to be based on 3 per cent growth in gross domestic product, compared with 2 per cent this year. Economics ministry officials declined to comment on the growth projections, but said the economy had recovered more quickly than expected this year.

Figures released yesterday revealed a trade surplus of FF6.25bn in June, following a revised surplus of FF7.5bn in May. This takes the total surplus for the first half of the year to FF27.4bn.

France's Socialist party, banking on worsening rivalries within the ruling centerright, may delay choosing a presidential candidate until next year, Mr Henri Emmanuelle, party leader, told *Le Monde* newspaper yesterday. The presidential election is due next April.

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## NEWS: INTERNATIONAL

# Japan minister on attack over short-term jobs

By Gordon Crabb in Tokyo

A conservative cabinet member in Japan's new coalition government yesterday fired insults at the leader of the employers' federation in an unusually vitriolic debate over the future of lifetime employment in Japanese industry.

Mr Shizuka Kamei, transport minister, backed away from a battle with the country's airlines over hiring policies, rescinding a ruling which had halted plans by the carriers to recruit most new cabin crew on short-term contracts. In a televised press conference, he acknowledged he had no powers to intervene.

He added, however, that the defence of the scheme by Mr Takechi Nagano, president of the Nikkeiren, the federation of employers' associations, suggested Mr Nagano cared little for job security.

The minister claimed Mr Nagano epitomised "the thinking of 19th-century management, which doesn't give a damn about safety, pollution, security of jobs or the rights of workers". Mr Kamei alleged: "His top priority is profits and that gives me great concern".

At a Nikkeiren seminar last week, Mr Nagano expressed disquiet over prospects for economic reform under the new government, saying that for Japan to emerge from its longest post-war recession, wages and prices must be reduced.

While agreeing that employment security should remain a prime concern of Japanese industry, Mr Nagano noted that prospects for women job-seekers were poor and the JAL plan to recruit contract stewards would benefit them as well as the company. He implied that Mr Kamei had an axe of his own to grind.

Mr Kamei comes from the right wing of the Liberal Democratic party, conservative partner in the three-party coalition which took power at the end of June. Many in the LDP regard Japan's taboo on lay-offs as essential to corporate loyalty and a cornerstone of the post-war economic success which took place under its rule. Job security is among the

most Japanese companies believe they have made the adjustments to their workforces necessary to cope with the high year, according to a survey released by the labour ministry yesterday, Gordon Crabb writes.

Of about 1,000 employers it polled in mid-July, only 4 per cent said they had taken steps to shed jobs since the currency began its renewed climb in June. A further 6 per cent were planning such measures.

A previous survey conducted last August, when the yen first touched the Y100 level against the US dollar, showed 10 per cent of companies had taken recent action and a further 10 per cent intended to do so if the exchange rate stayed at current levels.

areas of common ground in the LDP's alliance with the left-wing Social Democratic party of Mr Tomioi Murayama, the prime minister.

Japan Airlines is seeking to cut costs by hiring an initial 100 stewards on hourly pay which would be equivalent to perhaps a third of that enjoyed by its salaried flight attendants.

JAL received 2,500 applications but could not proceed because Mr Kamei, invoking worries about how the two classes of employee would co-operate in the event of an in-flight emergency, threatened to decline new route applications if the plan went ahead.

Mr Nagano did not respond yesterday to Mr Kamei's outburst. The employers' leader is chairman of Mitsubishi Materials, a producer of metal products, electronics and cement which fell into loss last year. The pollution barb will jog memories of a Texas copper smelter project his company shelved after problems with US environmental regulations.

JAL could not say last night if it would revive its plan, but it needs new cabin crew to service domestic flights from Kansai Airport, opening near Osaka next month. JAL has been shedding staff through voluntary redundancy.

# Pakistan 'has atomic bomb'

By Farhan Bokhari  
In Islamabad

Mr Nawaz Sharif, the Pakistani opposition leader, yesterday unleashed what could be the beginning of another round of controversy over the country's secret nuclear programme.

Addressing a public rally in the Pakistan-controlled state of Kashmir, Mr Sharif announced that the country possessed an atomic bomb, according to the Pakistan Press International news agency.

Some officials said that Mr Sharif's statement could be meant to embarrass the government on both home and foreign policy fronts. In recent years, Islamabad's relations with a number of western countries, especially the US, have been strained over the nuclear issue.

Washington cut off its large economic aid and weapon supply programme to Pakistan in 1990, following charges that Islamabad had acquired the capability to produce nuclear weapons. A \$1.4bn deal involving the sale of up to 71 F-16 fighter aircraft is still on hold, after the Bush administration stopped the delivery under pressure from the non-proliferation lobby.

Pakistan has refused to open its nuclear facilities for international inspection on the grounds that any such move must also involve India, its neighbour and arch-rival. Islamabad concedes that it has a nuclear weapons programme but insists that its only for "peaceful purposes".

"We have the technical capability with which we could develop nuclear weapons but we have taken a sovereign decision not to do so," said a foreign office spokesman in Islamabad, last night, responding to questions about Mr Sharif's claim.

Other officials said Mr Sharif's statement could be linked to an intensifying government-opposition rift. He plans to begin a nationwide campaign by train next month in an effort to mobilise support for the government's removal.

He blamed Ms Benazir Bhutto's government for failing to seek international support for its case on the Kashmir conflict which has led to war between India and Pakistan on three occasions in the past 47 years. He said that a clash between the two countries could trigger a nuclear holocaust as both possessed nuclear weapons.

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Japanese Prime Minister Tomioi Murayama arrived in the Philippines yesterday to be confronted by angry women demanding compensation for being used as sex slaves in the second world war, Reuter reports from Manila.

Police kept about 50 of the women, waving banners demanding "Compensation Now", more than 100 metres from the luxury Manila Hotel where Mr Murayama was staying. The women are demanding \$200,000 (£130,000) each in compensation. They were led by Ms Rosa Henson, the first Filipina to end decades of shame

silence in 1992 and tell of her experience as one of 200,000 women forced to work as prostitutes for Japanese soldiers.

Mr Roberto Romualdo, the Philippine foreign minister, told reporters the comfort women issue would be discussed when Mr Murayama and President Fidel Ramos hold formal talks today. Mr Murayama is expected to repeat apologies for Japan's wartime atrocities as well as discuss economic and security issues with leaders of the Philippines, Vietnam, Malaysia and Singapore during a week-long swing through the region.

Mr Ramos will seek to boost trade with Japan and ask for an increase in official development assistance to the Philippines, which amounted in 1983 to \$721.5m. Japan, the Philippines' leading donor, recently pledged \$1.5bn in assistance for 1994. Total trade between the two countries reached \$5.5bn in 1993, up by 20 per cent from the previous year.

About 200,000 comfort women, most Koreans but also Filipinas, Chinese, Taiwanese, Indonesians and Dutch, were forcibly recruited by the Japanese army in the war to provide sex for their troops.

# India's airport Customs men are no longer ogres

Stefan Wagstyl finds getting through the green channel is easier, but problems remain

Three years after the start of economic liberalisation, the customs men at Delhi's international airport have done their best to adapt to deregulation.

Before the protection of the globe's most regulated economy outside the communist world required that officials treated travellers with the greatest suspicion. Dressed in white military-style uniform, the customs men were lords of all they surveyed.

Anyone carrying a videocamera or computer had to have serial numbers indelibly written into their passport, to ensure the item was not sold in some black-market bazaar. Home-bound visitors who came to the airport without a declared item had to write a long letter of explanation and apology, and hope customs officials would read it before the flight was called.

Today, officials are prepared to take

on trust visitors bearing a modest amount of luggage, though almost every bag is still X-rayed. The customs men remain suspicious of anyone carrying two or more of any high-priced piece of electronics. "This is not an explanation they like to hear. Armed with the latest price lists from Sony and Toshiba, they know the exact cost of your new portable compact disc-player, even if you seem to have forgotten.

As far as the casual visitor to India

is concerned, there is no comparison with what went before. As one customs man says: "The green channel is now a mile wide".

Over at the cargo terminal change

place inside an enormous warehouse, in which travellers' possessions are stored behind metal fences. At one end there is a gate, near which are the offices of the many officials to whom the visitor must report before

he can claim his baggage. In summer the building is stiflingly hot, except for the officials' glass-walled cabins which are cooled by air-conditioning to a few degrees below zero.

The International Airports Authority of India (IAAI) offers travellers a guide through the maze of desks and counters. First, obtain the delivery order, says the IAAI. Then file the baggage declaration form; obtain the location slip; obtain the shipment from IAAI staff; complete the customs inspection; return the shipment to IAAI staff; pay the duty; obtain an "out-of-charge" form from customs against a duty payment receipt; obtain a bank *challan* from the IAAI; pay the IAAI charges; obtain an IAAI gate pass; present customs-cleared documents to IAAI staff; take delivery of the shipment from IAAI; pay octroi (local transport tax).

I am still not sure what a *challan* is,

as it gets buried in all the other documents one must carry around from one corner to another. The greatest importance is attached to paperwork. A wrong number on any of the documents needed to gain access to one's goods can mean long delays. The officials are not in the least irritated by the mind-numbing tedium of their work; they know perfectly well that lots of rules means lots of jobs for airport staff.

After two and a quarter hours,

my shipment is delivered to me on a trolley.

It is quarter to one in the afternoon and I am the first person to leave the warehouse that day. I sign one record book to acknowledge receipt, and the trolley moves forward five yards. I sign another record book and the warehouse guards lift the chain which bars the warehouse entrance. At last I have access to the tuna and baked beans.



Abacha: may move his chief of staff

declare and uphold the results of the June elections.

This view had widespread support among the armed forces, most whom voted for Mr Abiola, the Yoruba candidate from the south-west, even in the presidential brigade of guards in Abuja, according to military sources.

As Gen Abacha acknowledged, there is still a ground-swell of support for democracy in the armed forces.

# New chiefs are named for Nigeria's army and navy

## Abacha seeks to bolster hard line

By Paul Adams in Lagos

Nigeria's head of state, Gen Sani Abacha, has restructured the military high command following his crackdown on civilian opposition last week that widened the ethnic divide between the north and south-west of the country and exposed divisions within the armed forces.

The government announced new chiefs of the army and navy on Monday night in an effort to bolster Gen Abacha's hard line against jailed opposition leader Mr Moshood Abiola and the leaders of the striking oil workers' unions. (They were reinstated until August 31 by a federal high court judge yesterday who said he would hear an appeal against their dismissal on that date.)

The changes are likely to be followed shortly by a reshuffle in the civilian cabinet.

Major Gen Mohammed Chris Alli, a Christian from the Middle Belt of

Nigeria and reputed to be a political moderate, has been replaced by Brig Gen Alwali Kazir, formerly commander of a northern army division. Rear Admiral Aliyu Maduwa, an Ibo who fought for the rebel Biafrans in the 1967 civil war, is succeeded as head of the navy by Commodore Mike Akihige, a former military governor of Lagos state.

There is strong speculation Gen Abacha will replace Lt Gen Oladipo Diya as chief of general staff.

Along with one third of the armed forces, Gen Diya like Mr Abiola is a member of the southern Yoruba tribe and was expected to press hard for the regime to accommodate the different interest groups in Nigeria and move quickly towards democratic rule. His position as number two has been circumvented by Mr Aminu Saleh, secretary to the government, who is seen as an advocate of political domination by the north.

After 24 years of army rule, the

Nigerian armed forces' main role is political rather than military and although most troops and technically skilled personnel are drawn from the south and the Middle Belt, a minority of northern officers remain a dominant influence in the army and in the key intelligence services.

The government has taken a tough political stand against the economically powerful south-west. Lagos is the main port, the centre of banking and commerce and the base for more than half of manufacturing industry.

The army has a nominal strength of 62,000. There are four army divisions in the west, east and north of Nigeria which are at operational strength, and a battalion of presidential guards in Abuja. Military analysts say that most other units are under-strength, under-equipped and under-trained. Morale is low and repeated late pay has been partly alleviated by the military's lucrative share in fuel distribution since the oil workers' six-week

strike left most filling stations dry. The hardened stance by the Abacha government appears to rule out any dialogue or compromise with Mr Abiola and those who support his claim to form a civilian government. In a speech last week, the head of state said would not drop the charges of treason against Mr Abiola, who faces trial again in Abuja on August 29.

Maj Gen Ali and Rear Admiral Maduwa were key members of the military junta which helped Gen Abacha to oust interim civilian president Ernest Shonekan last November and force out of power the remains of ex-president Ibrahim Babangida's closest allies remaining in the armed forces.

After the annulment of Mr Abiola's victory in last June's presidential poll, then president Babangida appointed Gen Alli as head of a committee of inquiry into the issue. The committee reported that the best way out of the political impasse was to

inflationary expectations and cautioned the new government against trying to increase spending.

"Many of us have a desire to force-feed the economy beyond its actual potential and to exert pressure on the monetary system to accommodate these desires by simply creating more money," he warned.

Mr Stals also said that while he was confident the country's capital account would continue to improve, it would be "naive" to believe that huge amounts of capital would flow into the country even if exchange controls were lifted. Social and political stability, economic viability, sound fiscal and monetary policies and productivity improvements were of even greater importance for most foreign investors.

# S Africa cautious on scrapping currency controls

By Mark Suzman in Johannesburg

Liberalisation of South Africa's exchange control regulations will not be possible until the country gets an international credit rating, Mr Chris Stals, governor of the Reserve Bank, said yesterday.

Delivering his annual report in Pretoria, Mr Stals said it was clear the existing system would have to be scrapped to ensure sustainable, long-term growth for the country.

"In the long run and in the interest of future economic growth, South Africa must liberalise its foreign exchange market and revert to a system of unitary floating exchange rates," he said.

However, Mr Stals noted that

controls were abolished only as

part of a macro-economic restructuring programme, often with the help of international institutions, and that at

the very least South Africa

must wait until it had full access to international capital markets.

South Africa's two-tier currency

comprises the commercial rand, used for all regular

balance of payments transactions, and the financial rand, used by foreigners as a discounted investment currency. Exchange restrictions have been in place since the 1950s.

The abolition of exchange controls in isolation without any supportive measures may cause serious disruptions in the initial phase of the transition and force the reintroduction of old controls, or even the application of other new direct controls over markets, all of which may be more damaging to the economy," he said.

South Africa has appointed Goldman Sachs, the US investment bank, to help it get an international credit rating from the main agencies, a process expected to be completed by October.

In addition, Mr Stals reiter-

## NEWS IN BRIEF

### UN push to get Rwandans home

The UN hopes to mount its biggest-ever human rights operation in an attempt to persuade millions of Rwandan refugees to return home, Frances Williams reports from Geneva.

Despite appalling conditions in the overcrowded camps in neighbouring Zaire and elsewhere along Rwanda's borders, the 2.1m mainly Hutu refugees have so far been reluctant to go back to Rwanda for fear of reprisals from the Tutsi-dominated Rwandan Patriotic Front government.

Under a proposal by Mr René Degni-Séguin, special UN human rights rapporteur for Rwanda, which has been accepted in principle by the RPF government, up to 200 human rights monitors would be deployed throughout Rwanda to ensure there were no such reprisals, and to help investigate the massacres of some 500,000 civilians, mainly Tutsi, by supporters of the former Hutu-led administration.

Mr Boutros Boutros Ghali, UN secretary-general, has asked the committee of legal experts charged with collecting evidence on violations of international humanitarian law to report their findings by the end of October. This could be followed by a UN decision to set up an international tribunal to try the guilty.

In his second report on human rights violations in Rwanda released yesterday, Mr Degni-Séguin expressed concern that Radio Télévision Libre des Milles Collines, operated by the former Rwandan government, was still urging Hutus to leave Rwanda and was threatening reprisals against those who returned. Only about 100,000 refugees have so far gone back. Apart from those in Rwanda, 1m-2m people remain displaced within the country.

### Sony to invest in India

Sony, the Japanese consumer electronics group, is planning a \$10m investment in India to market and make colour TVs, broadcasting equipment, software and other high-tech products, Stefan Wagstyl reports from New Delhi.

The company, which secured approval for its proposals this week from the Indian government, intends to start local production of television tubes and other components over the next three years.

Sony has yet to announce details of its investment programme, which is modest in an industry in which a single large factory can cost \$100m and more. But Sony's decision will be a boost for India's economic liberalisation policies.

The relevant government committee has approved 65 projects which together envisage foreign investment totalling Rs5bn (£102m). Other proposed ventures include a co-operation between the state-owned Indian Telephone Industries and NKT Electronic of Denmark to make fibre optic transmission systems.

## NEWS: THE AMERICAS

# Mexico's PRI to gain strong grip on Congress

By Damian Fraser in Mexico City

Mexico's ruling party is set to win large majorities in both houses of Congress after Sunday's elections, giving the incoming administration of Mr Ernesto Zedillo control over the legislature at least until the next congressional elections in 1997.

The Institutional Revolutionary party had by yesterday morning won about 49 per cent of the presidential

and legislative vote, with 65 per cent of polling booths counted. With votes still to be counted in many of the PRI's rural strongholds, its final vote is expected to climb towards or above 50 per cent.

The PRI was ahead in 269 of the 300 directly elected seats in the lower chamber, the House of Deputies. Under Mexico's electoral system, the PRI will be awarded enough indirectly elected seats to raise its

representation to 300 of the total 500 seats in the lower house.

The centre-right National Action party will be the second largest party in Congress.

However, the PRI's 60 per cent majority in the lower house will not be sufficient to change the constitution without support from at least one of the main opposition parties.

In the Senate the PRI was ahead of the opposition in 31 of the 32 states,

including Mexico City, and behind the PAN in the state of Jalisco, with half the votes counted. The PAN was placed second in 22 states, and the leftist opposition Party of Democratic Revolution in nine. On these figures, the PRI would have 94 of the 128 Senate seats, the PAN 25, and the PRD 9.

In Chiapas, the only state which held an election for governor, the PRI was set for victory, according

to the local electoral authority.

Financial markets continued to react positively to the PRI's victory, which unlike the 1988 presidential elections, has not been marred by reports of large-scale irregularities. By mid-morning yesterday the principal stock market was up by 1.65 per cent, after yesterday's gain of 1.9 per cent.

Mr Cuauhtémoc Cárdenas, presidential candidate of the PRD, has

denounced the ruling party victory as illegitimate, but has yet to corroborate his claims of deliberate and widespread fraud.

Mr Cárdenas has called for a protest meeting in Mexico City's central square for this Saturday. On Monday he was joined by an estimated 15,000-20,000 supporters at a meeting denouncing the election, far fewer than his party had hoped for.

## Cuban exodus to US increases

By James Harding in Miami

Record numbers of Cuban refugees continue to make their way to the US despite the ban on entry announced by the Clinton administration last Thursday.

As the Navy assigned resources to support the overstretched Coast Guard to deal with what Mr William Perry, the defence secretary, has called a "tidal wave of people", the US State Department said it did not expect the new curbs to have an impact on numbers for "some several days".

The Florida Coast Guard picked up 2,548 people on Monday, a marked rise from a week earlier when, under the former immigration policy, 222 Cuban refugees were taken to Key West for registration with the Immigration and Naturalisation Services.

Although many of the Cubans now being picked up may have left unaware of the new policy, which refuses them entry to the US and ships them back to Cuba for detainment at the US Naval Base at Guantánamo Bay, the Coast Guard has reported that many others are aware that they will be sent to detention camps.

State Department officials pointed to the introduction of an interdiction policy on Haitian refugees which took a week to 10 days to cause a fall in the numbers fleeing Haiti.

## Economy set to pick up tempo

But protests are a worry, write Stephen Fidler and Damian Fraser

**M**exico may be emerging from the economic doldrums in which it has been languishing for two years. If opposition protests against the conduct of Sunday's election fizz out or at least do not degenerate into violence, many private economists are likely to increase the forecasts for growth which have scaled down amid the political uncertainty of the first half of the year.

"If we can avoid a post-electoral conflict, things will really look up, especially on the investment side," said Mr Jonathan Heath, head of Macro Asesores Económicos, a Mexico City economic consultancy.

Already this year, growth has been unexpectedly high. In the second quarter, growth was 3.8 per cent compared with the same period of last year, leading to a first-half economic expansion of 2.2 per cent. Unusually for a Mexican government which has previously kept a tight rein on the budget,

the motor for growth has been government spending, up 27 per cent in the first half.

According to Mr Rogelio Ramírez de la O, who runs the Ecaman economic analysis company, the government's new agricultural policy - which aims to replace guaranteed prices with direct income support to small farmers - injected \$3.8m into the economy between February and June, alone equivalent to more than 1 per cent of GDP.

While growth of the country's trade and current account deficits remains a troubling feature to many economists - and underlines some of the overvaluation of the Mexican peso.

Most economists appear to believe that a big devaluation is out of the question. President Carlos Salinas is unlikely to want to repeat the experience of his three predecessors, forced into panic devaluations in their last year of office.

With reserves perhaps around \$17bn - and assuming

foreign investment has held up remarkably well in the face of uncertainty, and many economists are expecting it to pick up significantly with a peaceful handing over of power in prospect. Foreign direct investment, excluding foreign share purchases, reached \$3.5bn in the first half of the year, compared with \$4.9bn for the whole of last year. "Direct foreign investment could easily reach \$7bn in 1994," says Salomon Brothers in New York.

Mr Zedillo and his advisers are sure to have an important influence over content of the new *pacto*, an annual agreement between business, labour and the government, especially if there is a decision to modify exchange rate policy. A former budget minister and central bank official, Mr Zedillo strongly supports the economic policies of the current administration, and there is expected to be co-operation between the outgoing and incoming administrations - especially in selecting

public spending priorities. The continuity in economic policy is likely to be underlined when Mr Zedillo chooses his economic cabinet. Mr Jaime Serra Puche, the trade minister and a friend of Mr Zedillo from when they were both students at Yale University, Mr Guillermo Ortiz, the deputy finance minister, and Mr Pedro Aspe, current finance minister, are in rough order of likelihood the three candidates most frequently mentioned as



Mexico's current finance minister Pedro Aspe: in the running for post in new cabinet

Terry Andrews

the next finance minister. With inflation under control, Mr Zedillo and his economic team are likely to focus on improving efficiency of the economy over the next six years. Advisers say the new government will seek to remove unnecessary business regulations, improve functioning of the labour market and commercial legal system, overhaul the health and social security system and continue to modernise the giant state

monopolies in oil, and electricity, opening them up to more competition. But important as such reforms are, they are not expected to be the most crucial aspects of a Zedillo administration. "For the future I'm less worried about Hacienda [the finance ministry] and more worried about Gobernación [the interior ministry]. Police will be to this administration what the economy was to the last," says Mr Heath.

## Cardoso gains in Brazil poll race

By Angus Foster in Brasilia

Brazil's former finance minister, Mr Fernando Henrique Cardoso, has pulled further ahead in the presidential election race, according to an opinion poll published yesterday.

The poll, one of the largest yet carried out and published by the Folha de São Paulo newspaper, suggested Mr Cardoso was far enough ahead of his rivals to win outright in the first round of voting in October without a second round run-off in November.

The poll, which backs others published in recent days, gives Mr Cardoso the support of 43 per cent of the electorate. This compares with only 23 per cent for his nearest rival, Mr Luiz Inácio Lula da Silva of the left-wing Workers' Party (PT).

Mr Cardoso's rise in popularity is almost entirely due to optimism over the Real, the country's new currency, which was introduced on July 1 and has led to sharply lower inflation. Mr Cardoso negotiated the currency and other measures through Congress, before resigning as finance minister

to run for president.

Since the Real's launch, his support has more than doubled from 21 per cent. Support for Mr da Silva, universally known as Lula, has fallen during the same period from 38 per cent.

Mr da Silva's advisers hope

his share of the vote has now stabilised and they can renew their attack on Mr Cardoso. But there is concern in the PT that the election will be over in the first round. Under Brazil's rules, the first round winner becomes president if he polls more votes than his combined competitors.

According to the latest poll, Mr Cardoso would win in the first round because Mr da Silva and the other challengers have a combined vote of only 38 per cent. This is the first time Mr Cardoso's lead over his combined competition has exceeded the poll's margin of error of 2 per cent.

Mr Cardoso's rise has led to heady sessions on São Paulo's stock market. The Bovespa index made its seventh successive advance on Monday and has increased nearly 16 per cent in the last week. See World Stock Markets Page

## New Argentine constitution today

By John Eastham in Buenos Aires

Argentina's President Carlos Menem and some 5,000 officials will today swear allegiance to the country's new constitution. The ceremony promulgating it will mark the informal opening of campaigning for next May's presidential elections.

The 1853 constitution was amended mainly to allow Mr Menem to stand for re-election when his term ends next year.

The previous constitution banned successive presidential terms. Lifting this ban became Mr Menem's overriding political aim of the past two years.

As well as allowing the president's re-election to a second, four-year term, the new constitution introduces a semi-parlia-

mentary form of government, broadens the powers of Congress and gives the judiciary greater independence.

The constitution is Mr Menem's greatest personal achievement since his election in July 1989. Last December, he overcame the opposition of the Radical Party, led by former president Raúl Alfonsín, by promising a number of concessions in return for allowing his re-election.

The constitution incorporates referenda and enunciates a broad range of individual rights and declarations of principles. These include recognition of Indian lands and a restatement of Argentina's claim to the Falkland Islands.

Argentina has protested to Britain over the UK decision to extend a fishing

exclusion zone around the Falklands, a government spokesman said yesterday. Briefer reports from Buenos Aires, Britain confirmed it was extending the zone to an area north of the islands known as the Gap.

Mr Guido di Tella, Argentine foreign minister, handed the protest to Britain's ambassador, Mr Peter Hall, on Monday. Mr di Tella later criticised remarks by British Home Secretary Michael Howard claiming there was "nothing to negotiate" over the islands.

London denies its decision to expand the fishing exclusion zone is related to Argentina's renewed claims over the Falklands. But Mr di Tella called the extension a tit-for-tat move.

## NEWS: WORLD TRADE

## Taiwan pressed on beer monopoly

The regulatory bureau must satisfy Gatt by dismantling its role, writes Laura Tyson

**P**olitical reform has ended the one-party system in Taiwan, but the island remains a one-beer state, thanks to Taiwan Beer, which contributes much of the \$2bn (\$1.3bn) a year that goes to the government as a monopoly producer of alcohol and tobacco.

However, the Taiwan Tobacco and Wine Monopoly Bureau is now under pressure to satisfy the General Agreement on Tariffs and Trade by ending its regulatory role and dismantling its monopoly.

'Before 1987, Taiwanese never saw western products. Now they're more international in outlook - and they're wealthy'

The one-beer policy is a legacy from the 50-year Japanese colonial administration which began in 1895. Monopolies were established to control trade in opium, camphor, salt, tobacco, spirits, matches and petroleum.

When the then Nanjing-based Kuomintang government took control of the island in 1947, it commandeered all

breweries, wineries and distilleries and continued the Japanese administration's monopoly.

Imports are allowed, and on September 1, some 137 countries will be permitted to sell alcohol in Taiwan, compared with 122 at present. However, with Taiwan Beer made from rice, and thus quite different in flavour to western brews, traditional Asian alcoholic beverages made from sorghum and rice, as well as Japanese alcohol, remain banned. Japanese beer is sold in Taiwan, but only where it has been produced outside Japan.

Under this regime, the market penetration of imported beer is little more than 5 per cent, with Taiwan Beer accounting for around 94.5 per cent of sales in 1993 on annual production of 485m litres. However, Taiwan Beer's market share has fallen, from 96 per cent a year earlier, while beer imports rose by 62 per cent in the year to June 30 1994.

In fiscal 1994, the Monopoly Bureau's alcohol and cigarette sales totalled in NT\$81.5bn (\$2.2bn), while net profits have yet to be released, they are expected to amount to some NT\$60bn. The bureau's substantial earnings are divided between central and provincial government, with the former receiving 85 per cent and the latter 15 per cent.

Taiwan Beer produces four types of beer, in three brew-

eries: bottled lager, keg beer, canned beer and an unsuccessful dark beer marketed under the label Baodao ("treasured island"). A light beer was launched several years ago but discontinued due to poor sales.

The company has also revised its rules to compete with the influx of foreign rivals. Taiwan Beer contains 4.5 per cent alcohol and 2 per cent sugar. The new brew is to have 2.5 per cent alcohol and 1.5 per cent sugar. But the promotion and advertising of alcohol is currently highly restricted.

Advertising for foreign brands of beer is restricted to 120 magazine insertions per year per label. Importers of spirits are permitted to advertise in magazines for one year after the brand is first brought into Taiwan. Thereafter they

may not advertise. Television, radio, billboard or any other type of advertising or promotion is banned. The monopoly bureau does not advertise Taiwan Beer or any other alcohol which it produces.

Importers are lobbying to have these rules eased once Taiwan joins Gatt. Foreign beer makers are also hoping they will eventually be permitted to establish bottling factories in Taiwan, which would reduce production and freight costs.

Other Taiwanese alcohol, such as the fiery sorghum liquor, Kao Liang, is likely to be less affected by implementation of Gatt, than beer, but there are import tax implications.

Taiwan is already the biggest market in the world in sales of XO grade cognac in terms of

absolute volume. Brandy imports soared 70 per cent in the year ended June 30 to 406,826 cases of 12, while whisky imports jumped 66 per cent to 542,020 cases.

"All western products are now extremely popular in Taiwan," explains Mr King Li, managing director of Saatchi & Saatchi Advertising's Taiwan office. "Before martial law was lifted in 1987, people never saw these products because the market was closed. Now many Taiwanese are travelling overseas; they've become more international in outlook and they're wealthy." But US alcohol is subject to far more lenient tax treatment than European alcoholic beverages, with the tax on cognac and armagnac running at NT\$1,000 per litre and on Scotch at NT\$440 per litre, compared with NT\$198 per litre on US and Canadian whiskies. These discrepancies will need to be eliminated.

The government has yet to determine how a post-Gatt tax system will work or when it will be implemented. New rules are expected to go into effect on January 1 next year. The Europeans are lobbying for a tax based on alcohol content, and the US is pushing for an *ad valorem* system.

But the Taiwanese may settle on a combination of both, while devising a system which retains a degree of protection for local products.

for Israel in its continuing battle to erode the Arab economic boycott. However the move will only last until Israel hands over the West Bank to Palestinian self-government. Jordan would then have to negotiate a permanent trade accord with both partners of the customs union.

Traditional Jordanian-PLO political rivalry remains formidable and Palestinians may also object to Jordanian competition on economic grounds, with the few goods that Israel would wish to buy from Jordan likely to compete directly against Palestinian goods. Arab states are also reluctant to integrate their economies with Israel - fifteen years after the Egyptian-Israeli peace treaty non-oil trade with Egypt is only worth about \$1bn.

## Arab-Israeli agreements prise open way for greater trade ties

**A**fter decades of Arab economic isolation, Israel's gradual normalisation of relations is being cemented by trade agreements which are paving the way to a commercially interdependent Middle East.

Mr Shimon Peres, Israel's foreign minister, has predicted the development of a regional common market, while Crown Prince Hassan of Jordan has advocated "a Middle East market by the free movement of people, capital and goods across national frontiers".

Such a vision is unlikely to materialise for many years, with Israel opposed to the free movement of labour and bound by possibly incompatible trade accords with the US and European Union. Arab states

also fear Israeli economic domination. However, the newly emerging trade patterns between Israel, the Palestinians and Jordan provide what Mr Ehud Kaufman, a

senior Israeli economic negotiator, describes as "the first building blocks" for wider Arab-Israeli co-operation.

Israel's customs union with Palestinians and last week's unilateral trade concession

allowing Jordan to export \$30m of goods a year into the Israeli-occupied West Bank will provide immediate economic benefits to Israel's Arab neighbours.

Mr Ezra Sarid, an Israeli economist, predicts that Palestinian exports to Israel - now worth \$100-200m annually - will return to the annual growth rates seen in the 1970s of about 16 per cent.

For Israel, the deals offer political gains, in the form of the greater security brought by increased Arab-Israeli trade links and as possible encouragement for other Arab states, such as Syria and Lebanon, into peace treaties.

Israel has also granted the Palestinians

import limited quantities of basic food items and high priority imports for construction and development at their own customs rates. In addition, the Palestinians will have VAT of 15 per cent compared with Israel's 17 per cent, import some consumer goods, such as cars at their own rates and sell petrol at a pump price 15 per cent lower than Israel's.

Israel says rising Palestinian agricultural exports to Israel - now worth \$150-300m annually - has provoked a backlash from Israeli farmers and forced the government to allocate Shk250m (\$83m) in compensation and export incentives.</

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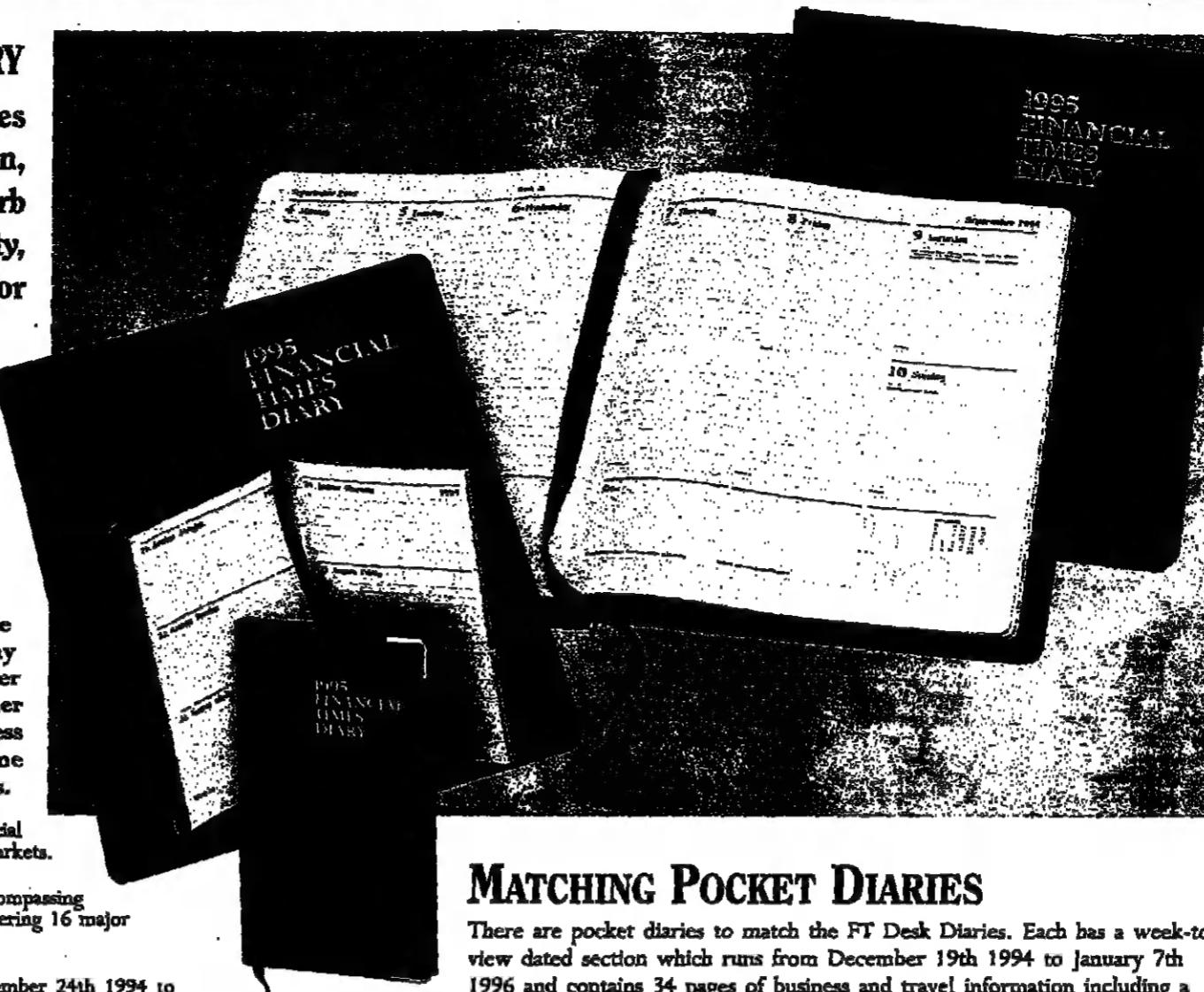
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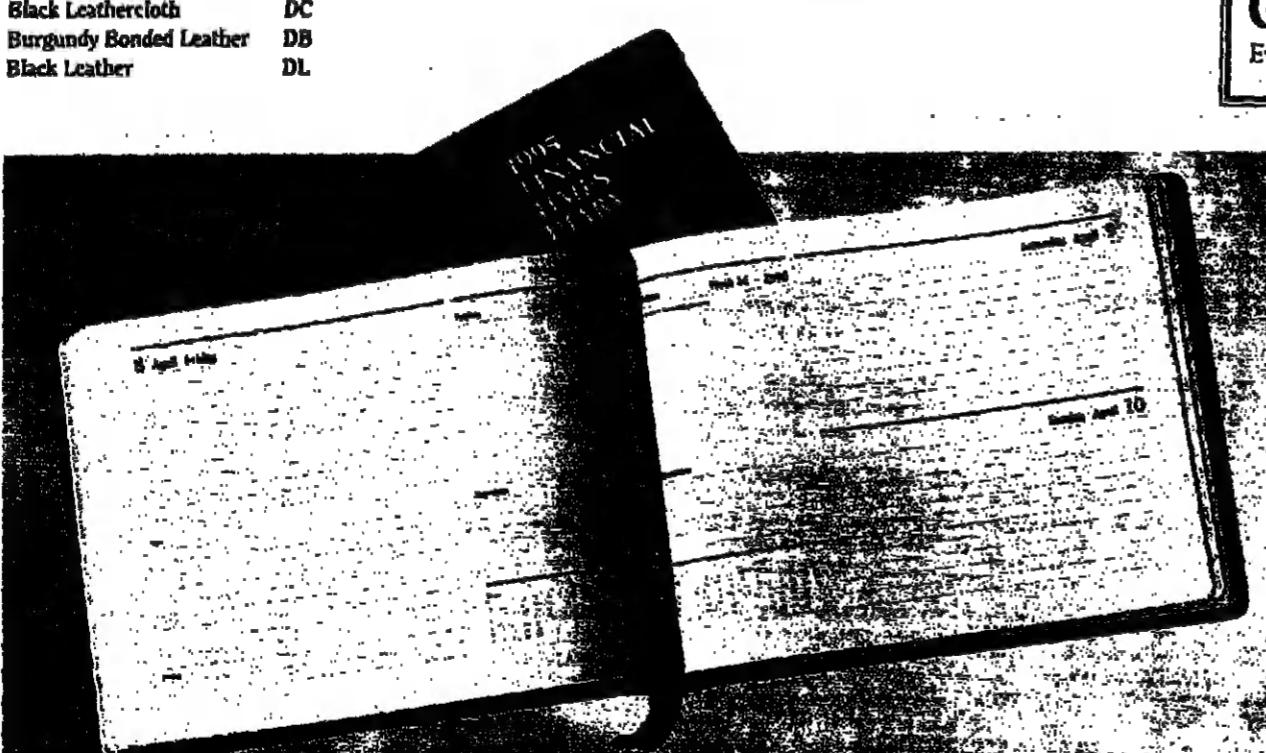
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## NEWS: UK

# Shine goes off dealers' diamond payday

By Andrew Taylor

City firms accustomed to paying high-flying dealers in diamonds or the occasional case of Château Lafite to avoid National Insurance contributions will have to search for more imaginative loopholes in the law.

From midnight last night gem stones and alcoholic beverages on which UK duties have not been paid, or which have been held in bond, will be treated as payments of earnings, liable for National Insurance contributions, Mr Peter Lilley, social security secretary, announced yesterday.

This could include favourites such as Château Lafite 1990 retailing at about £700 a case or, perhaps, Château Pichon la Lande, which sells for £400 a case, according to one wine broker who has made wine available for city bonuses.

The move, expected to save the exchequer about £50m a year, is the latest attempt to close loopholes which have enabled mostly large City firms to avoid paying the 10.2 per cent employers' National Insurance contributions on bonus payments running into hundreds of millions of pounds a year.

It follows action by Mr Kenneth Clarke, the chancellor, in last November's budget to prevent gold bars and other tradeable commodities being used to avoid contributions, saving an estimated £70m a year. The government has previously acted to prevent gifts and shares in other companies being paid to avoid tax.

Mr Lilley said yesterday: "Companies and their accountants advisers who devise ways of paying earnings which avoid their liability for National Insurance contributions will find it increasingly unattractive to produce and operate such schemes.

These regulations are clear evidence of the government's intention to act speedily to close National Insurance loopholes." Officials are thought to have uncovered about 50 schemes involving diamonds or fine wines. These escaped budget measures because they were not traded on a recognised exchange.

The Royal Bank of Canada has assisted customers making diamond-backed payment by enabling gems to be bought and sold without leaving Switzerland avoiding the payment of value added tax. It said yesterday: "The government's move was not unexpected. The operation, which was only a very small part of our business will no longer apply."

Accountants Coopers & Lybrand, which advises clients on how to limit tax bills, said: "These schemes were attractive mainly to City firms paying large bonuses to individual staff, rather than the run-of-mill bonus schemes operated by most companies."

"Firms will be looking for fresh ways to reduce their tax burden but the Department of Social Security has made it clear it will target any new arrangements. Any scheme, therefore, is likely to be short-lived."

## Cable industry wins victory on phone numbers

By Raymond Snoddy

The cable television industry has won a significant regulatory victory which should help cable to increase the number of telecommunications subscribers in competition with British Telecom.

The Office of Telecommunications has decided that BT subscribers who decide to move to cable operators for their telecommunications services should be able to take their old telephone number with them.

The cable companies, many of them large North American telephone groups have been installing nearly 25,000 new telephone lines every month in the UK so far this year. But the fact that subscribers had to change their number when they moved to a cable service has been seen as a considerable barrier particularly for business users.

An announcement is expected from Ofcom today.

The regulatory body is responding to a formal application from Videotron, one of the largest cable operators with franchises in London, Southampton and Winchester. Similar applications have been submitted by other cable groups.

As an interim measure, BT will be asked to provide call

forwarding until full number portability is possible but it is not clear who will pay for this.

An all-industry committee has been making considerable progress on setting technical standards for portability. This means that in a age of growing competition in telecommunications consumers would be able to keep their number whatever their telephone operator is.

BT said yesterday: "We are surprised at the piecemeal approach that Ofcom is taking."

The Cable Television Association yesterday welcomed the change which it believed would be particularly important in the business market. "The business market is the most lucrative and the least likely to change numbers," the CTA said.

Cable companies claim they can offer discounts of more than 10 per cent on telecommunications services and by the beginning of July had installed more than 400,000 lines.

Ofcom yesterday published a study suggesting that a significant number of telephone company staff were unaware of fair dealing rules.

No evidence of anti-competitive pricing in breach of licence conditions was found and although some examples of inaccurate or misleading information were found there was nothing systematic.

By Motoko Rich

A statement by Mr Michael Portillo, the employment secretary, that a scheme to help disabled employees was "hardly ever used" has been challenged by the UK's largest employer of disabled workers.

Mr Tony Withey, chief executive of Remploy, said the government's decision to scrap the priority supplier scheme, which allows companies employing disabled workers to bid again if they fail to secure a government contract at the first attempt, would hit 85 per cent - or £13m-worth - of the company's textile contracts with the Ministry of Defence.

Remploy employs 3,735 disabled workers - about 98 per cent of its shopfloor employees - in 85 factories across Britain, providing manufacturing services in furniture, packaging, textiles, healthcare, bookbinding and printing. About 40 per cent of its business comes from the public sector.

Mr Withey yesterday met Mr Phillip Oppenheim, the employment minister, to discuss government support for Remploy's disabled employees. The company said it had sufficient work for its textile factories until the end of the financial year, and Mr Oppenheim ordered officials to work with Remploy to protect employment opportunities.

Although the textile division relies heavily on the scrapped scheme, the rest of the company has been able to obtain public contracts without using the scheme.

Mr Portillo has said an £80m subsidy would continue to help

disabled

employees to compete even though the scheme had been scrapped.

But Mr Withey said the subsidy would not offset the loss of the opportunity to re-bid for tenders on government contracts. The subsidy, set each year, only covers the costs incurred by employing disabled workers. "The subsidy has never been used to make us more competitive," he said.

"We now have a two-fold problem," said Mr Withey. "We are unable to compete with some companies because we have higher prices as a result

of higher labour costs and the privilege that we have had in bidding for government tenders has disappeared."

Mr Withey said he had known about the government's intention to axe the priority scheme for about a year. "We made it clear that a large amount of our textiles business comes from this scheme," he said. "But the way it was presented to us was that we had no choice because it was illegal under EU directives."

## Potato growers to retain Board

By Alison Maitland

Rebel UK potato growers who wanted to expose the industry to market forces overnight have been overwhelmingly defeated in a poll of the country's 15,000 producers.

Growers voted by 81 per cent to 19 per cent to keep the Potato Marketing Board in place for the next three years while the industry discusses the shape of a successor body with the aim of taking it into the 21st century.

"This is a victory for common sense, but also a strong mandate for change through the PMB," said Mr John Heading, the board's chairman, announcing the results of the poll yesterday.

"As a potato grower myself, I am well aware of the need for a national organisation to look after our collective interest in highly competitive, unregulated markets."

The board's future had been in question since 420 growers called the poll last month, saying the 60-year-old board had outlived its usefulness and should be abolished immediately.

Mr Graham Solar, chairman of the rebel Potato Producer Poll Campaign, accepted defeat gracefully, saying he would press his supporters to back the board in its three-year transition to the open market.

"The PMB have moved their position considerably during the course of the campaign in that their expectations of the costs of operating the scheme have been considerably reduced," he said.

The dispute over the board was triggered by last November's government decision to scrap its principal function - buying in potatoes to support prices in a glut - and to wind it up in 1997. Rebel growers, unhappy about the level of levies they pay to the board, demanded that it be scrapped now so that the industry could set up a "lean and efficient" substitute organisation for potato promotion and research.

Mr Heading said the board would now press ahead with more changes, planning the levy progressively to no more than £25 a hectare from 248 now, and trimming services and staff.

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## Britain in brief

### BT makes smart card investment

British Telecommunications announced yesterday a multimillion-pound investment in new phoncards and phoncard payphones based on "smart card" integrated microchip technology.

BT claims the cards will improve the reliability of payphones, and could ultimately lead to multi-purpose cards designed for a wide range of functions, such as paying for goods in shops.

BT plans to introduce the new payphones gradually from next year.

Three companies, including GPT, the UK-based joint venture between GEC and Siemens, will provide payphones able to accept smart phoncards. Two companies, Gemplus and GPT, will produce the phoncards.

The smart phoncard will be a prepaid card similar to existing phoncards and will be used in a similar way. The value of the call will be debited from the integral chip in the card.

Existing BT phoncards have only limited space for creative designs and advertising. The new cards will allow more space for these purposes, as with Mercury's existing cards.

BT introduced the Phoncard in 1981, and now has 38,000 payphones.

management and clerical staff at national, regional and group headquarters.

Of British Coal's 14,000 industrial employees and staff, about 10,000 are miners, with the rest either managers or white-collar workers.

Most of those who are not working in pits are unlikely to be needed by British Coal's successors.

The government has asked for bidders for the five core mining packages to put in their tenders by September 14 and is expected to decide on a preferred candidate for each shortly after.

## Fault led to jumbo near miss

A jumbo jet with more than 200 passengers and crew on board narrowly missed buildings at Gatwick Airport because a navigation system was faulty and the aircraft's crew made mistakes, an official safety report said yesterday.

The crew of the Continental Airways Boeing 747 was working on incorrect information when two attempts were made to land the aircraft at Gatwick on February 7 last year.

Both were aborted only a short way from the runway.

The aircraft was landed at the third attempt under manual control, said the report said the report by Britain's Air Accidents Investigation Branch.

The problems happened because the aircraft's automatic flight control system failed to lock on correctly to Gatwick's landing guidance instruments, the report said.

## More private health care seen

Mrs Virginia Bottomley, the health secretary, yesterday forecast an increase in private care in the National Health Service, but played down the prospect of greater independence for trusts.

Her remarks prompted an angry response from Labour, which said that the government was accelerating its drive to privatisate the NHS.

Mrs Bottomley's comments followed a suggestion by Mr Peter Griffiths, the former deputy chief executive of the NHS, that health trusts should be given greater independence.

Mr Griffiths, who is now director of the King's Fund College, an independent medical training organisation, told BBC Radio that trusts could become "non-profit-making organisations with the right kind of social ethos".

Mrs Bottomley said: "If the private sector can give a better deal for patients, I welcome it. Where the private or public sector mean we can go further faster, provide an additional service, that's something we should certainly embrace."

## Jobs threat in blood shake-up

The number of blood transfusion centres in England will be cut from 15 to 10 under reorganisation plans announced yesterday.

Officials of the National Blood Authority said the cuts would lead to a small number of job losses - but unions said more than 1,000 of the service's 5,200 staff were at risk.

A strategic review of blood services has produced 35 proposals aimed at increasing efficiency and improving the supply of blood products to the National Health Service. These include managing the service around three administrative zones based in London, Bristol and Leeds, and organising stockholding so that hospitals receive emergency deliveries within two hours.

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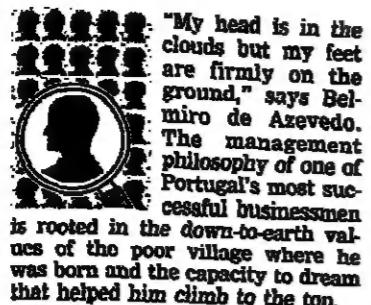
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## MANAGEMENT



"My head is in the clouds but my feet are firmly on the ground," says Belmiro de Azevedo. The management philosophy of one of Portugal's most successful businessmen is rooted in the down-to-earth values of the poor village where he was born and the capacity to dream that helped him climb to the top.

By drawing on the spontaneity, aggressiveness and frugality that characterised his background, Azevedo has built the Sonae group into Portugal's biggest private-sector conglomerate, with 1993 sales of £222m (£1.4bn). The company was an almost bankrupt chipboard producer with an annual turnover of only £5m when he was taken on as a researcher in 1965.

Azevedo, 56, tempers Latin passion with a dedication to education and a determination to rise above local horizons and take a global view. Partly thanks to his efforts Portuguese management style is no longer a pejorative term used to describe sleepy, family-run businesses unaware of international competitors until it is too late.

The son of a carpenter from a village near Oporto, Azevedo was given a job at Sonae soon after graduating as a chemical engineer. The owner was president of the sports club where Azevedo made a name for himself as a handball player. The young graduate turned the business around and was rewarded with equity.

As he expanded the group, Azevedo succeeded to the chairmanship, becoming principal shareholder along the way. He is now thought to be the third richest man in Portugal, owning assets worth an estimated £10.5bn. Sonae's industrial arm is still focused on wood-based products, a sector where the group dominates the Iberian market and has ambitions to become a European leader.

But a perceptive move into distribution in 1982 took it into an altogether bigger league. "Portugal was in the stone age in terms of retailing and an explosion was imminent," says Azevedo. Sonae's supermarket and hypermarket chains now lead the Portuguese market and account for 82 per cent of group turnover. Sonae's other core activity is commercial real estate.

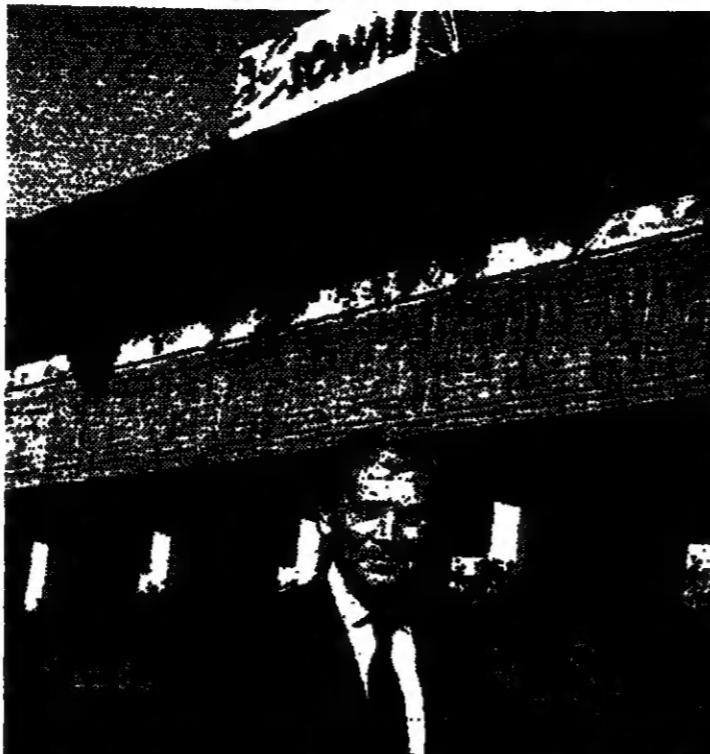
Normally on the offensive, Azevedo is currently playing a defensive role in Portugal's biggest takeover battle. Led by Sonae, the core shareholders of Banco Português do Atlântico, the country's second largest bank, are fighting a bid by Banco Comercial Português, the fifth largest, to acquire a controlling stake of 40 per cent of BPA.

Family was the first test of Portuguese management tradition that

## EUROMANAGER TO WATCH

## Dreaming at the top

Belmiro de Azevedo rose from a poor village background to be chairman of the Sonae group, writes Peter Wise



Belmiro de Azevedo: "You can't take a purely scientific approach to innovation"

Azevedo flew. His own appointment and promotion was based on merit and he enforces the same policy. "A sense that people will rise just because they are family members is the worst possible climate for a corporation," he says. "Following the northern Portuguese custom would make it very difficult for Sonae to motivate the best managers."

However, Azevedo does follow his executives' progress with fatherly concern. Sonae has no human resources division for its 8,790 employees. But Azevedo devotes considerable time to personally guiding the careers of the group's top 100 managers. He is keen to ensure that each manager is in the position where his or her abilities are best put to use. As a result,

Sonae has a reputation as a management school equal to any of the specialised academic institutions that have recently emerged in Portugal.

Small as Sonae was when Azevedo joined, the company exported to more than 60 countries and he spent three months a year travelling abroad. The international outlook he gained is another quality that distinguishes Sonae from many Portuguese companies. "We approach strategic and organisational issues in global, regional and local terms and strive to be at the cutting edge of technology at a international level," Azevedo says. Such is his drive to dominate trends affecting the group that there are often more Sonae managers

ers at international business conferences on relevant issues than all the other delegates put together. One result was that supermarkets in Portugal were unexpectedly the first in Europe to have every check-out equipped with a scanner.

Education helped Azevedo rise above his background and today it is one of the assets most valued by Sonae. Azevedo himself spends two to three hours a day studying the latest management thinking and attends courses around the world. Dedication to self-improvement is a feature of the Sonae culture and managers are encouraged to spend time teaching at universities, as Azevedo did during his early career.

Azevedo supports academic learning with the common sense values of his upbringing. These tell him, for example, that much current management writing is "bunk, old-hat or repetitive".

Outside the office, he most enjoys conversing with the small farmers who live near his modest farmhouse. Frugality is a hallmark of Sonae and the successful leveraging of resources has played an important role in the group's expansion.

Intuition is also a vital element of Azevedo's management style. "You can't take a purely scientific approach to innovation. You must have dreams and visions as well," he says. "I think Latin managers have more flair for this. The margin of error is higher but they are more aggressive in pursuing new ideas."

Azevedo's own combative party stems from a lifelong passion for sport. He says he is addicted to the 90-minute workout that begins his day. "We can be aggressive with each other in Sonae. If you are too polite the message sometimes doesn't come across as it should." The right degree of stress is important, too. "I don't know of anyone who has broken a record while they were training," he says.

Azevedo is reluctant to acknowledge criticism that his own pugnacity has, in the past, led to a despotic

approach to running Sonae. Today, he says, he is involved in less than 10 per cent of decision-making. Associates commend him for recognising his assertive traits and building mechanisms of control and delegation into Sonae that protect the group from any dictatorial inclinations.

Four months' absence following an operation last year showed Azevedo that Sonae could prosper without him. It has also taught him that he can afford to spend less time on close control of day-to-day affairs and devote more to strategic thinking. "I used to spend about three hours a day taking calls or writing to people," he says, "now I've cut it down to 30 minutes." More time for dreaming... with his feet on the ground.

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## ★ BUSINESS AND THE ENVIRONMENT

When the rain is not lasting down, the noise can be heard quite clearly - a faint rumbling punctuated by thuds. It is the sound of the Forestal del Sur woodchip plant in the rough-and-tumble town of Puerto Montt, southern Chile, grinding up thousands of logs into chips for export to Japan.

It is also the sound of controversy. For all the sectors of Chile's booming forestry industry - which includes pulp and paper, logs, planks and furniture - it is the woodchip manufacturers that have provoked most ire among environmentalists. Chipperies are accused of creating an unsustainable demand for native forests which, say critics, are shrinking daily.

Last year, of the \$1.3bn (880m) earned by forestry exports, woodchips represented \$137m. Most chips, later turned into products such as writing paper, come from native forests.

Chile's forestry sector has grown rapidly since the mid-1970s when the government began to subsidise man-made forests. An almost insignificant industry 15 years ago, forestry now counts for 13 per cent of exports, second only to copper.

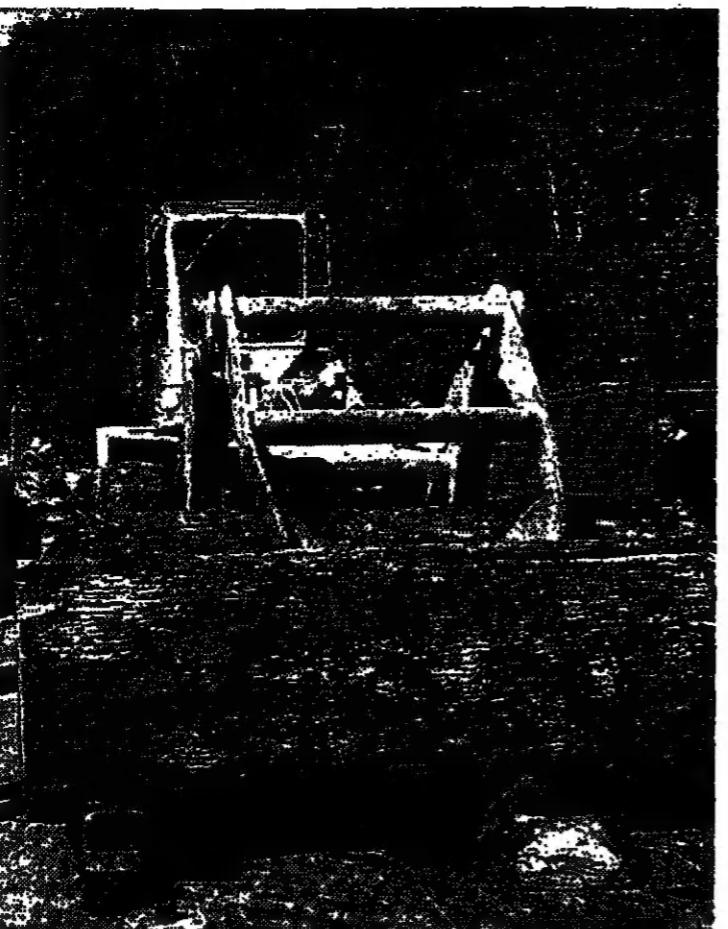
But it was not until the late 1980s that chip exports took off. José Augustin Ramírez, law faculty professor at Valdivia University, says the impact has only been felt in the last few years and believes the government must act now to save Chile's woodlands. He says Chileans over-estimate the abundance of forests, which have not yet been properly catalogued. A World Bank-funded study of reserves is not expected to be ready for three years. Ramírez says that 11 per cent of Chilean territory is forested, compared with 21 per cent in the US and 63 per cent in Japan. He favours restricting the industry to man-made forests and banning the exploitation of native trees.

Claudio Donoso, professor of forestry at the same university, says a moratorium is "extremist", calling instead for the strict management of resources using pruning and rotation techniques.

Donoso claims that Conaf, the Chilean forestry corporation, lacks the regulatory teeth to control the industry properly. Furthermore, Conaf is responsible not only for the protection of woodlands, but also for their industrial development, a dual function which many critics find perverse.

In theory, landowners cannot cut down trees without Conaf permission in the form of a "plan of operation". But Donoso is scathing about such plans, describing them as "absolutely useless - just a licence to cut down trees".

At Conaf in Puerto Montt, Carlos Alberto Ritter, technical depart-



South American Pictures  
Woodchip makers are accused of creating unsustainable demand for native forests

## The chips are down

David Pilling looks at the growing controversy surrounding Chile's booming forestry industry

ment chief, admits that "plans of operation" are a blunt tool. Conaf technicians agree the plans with landowners using criteria designed to prevent soil erosion, but not on the basis of the rarity or beauty of the woodlands.

"We have no legal authority to say: 'Don't cut it'." In this respect the law is inadequate," he says.

Neither can the small Conaf office in Puerto Montt adequately monitor the vast 10th Region. Given the poor quality of roads, often impassable in winter, Ritter admits that Conaf's 16 staff and fleet of road-weary vehicles are little match for

the task. Last year alone, Ritter's office handed out \$1m in fines to 300 landowners caught felling trees illegally. Only 5 per cent has been collected, he says.

However, Ritter says that chipperies are only a small part of what is an old problem, consuming around 10 per cent of cut wood each year. Sixty per cent is destined for firewood.

Mauricio Pierro, an environmental activist, counters that the Chilean chip industry is relatively young. If left unchecked, its damaging effects are likely to spread uncontrollably, he says.

Javier Ovalle, manager of the Puerto Montt division of Forestal del Sur, defends his industry's environmental record, saying it is "entirely feasible to exploit native forest in a sustainable manner". He argues that responsible exploitation actually improves tree quality by pruning away bad wood, a view shared by some Conaf officials.

Forestal del Sur, in common with most chip manufacturers, does not own native forest but supplies its needs by buying wood from local landowners. Critics say this is a convenient way of avoiding blame for any destruction. The company, which takes delivery of wood 24 hours a day, exports 550,000 tonnes of chips a year, earning around \$3m.

Ovalle believes most private landowners are managing their forests responsibly, mainly thanks to Conaf's educational drive. "All of our suppliers have a plan of operation approved by Conaf."

He says that controversy surrounding the use of woodlands, among Chilean and Japanese consumers, means the industry will have to shift towards using wood from plantations. "This is a shame because you have lost the chance to manage the native forest," he says.

The forestry industry argues that if laws or consumer pressure render forested land uneconomic, owners will simply cut down all their trees and convert land to a profitable activity such as cattle rearing.

The controversy over woodchip production is just part of a broader battle being waged between environmentalists and the forestry industry. Even the owners of Chile's 1.6m hectares of man-made forests - who argue that they have improved the environment by planting pine and eucalyptus - have not been immune from attack. Critics say native forests are often cleared to make way for plantations and that monocultures bring the danger of disease.

Much of the debate has been transferred to parliament where legislation to protect native forests has spent years crawling through committees. The eventual bill will probably opt for the controlled use of woodland, allowing a certain percentage of trees to be cut each year.

Industrial lobbyists argue that the imposition of onerous restrictions could render their businesses unprofitable, costing thousands of jobs and millions of dollars in exports. Juan Moya, Conaf director, says Chile cannot act as if it were a rich country. It must make use of its resources, he says.

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## ARTS

Television/Christopher Dunkley

# The power of pastiche

**A** man slumps at his desk, squeezing his temples and grimacing. Clearly he has a headache. A woman in a white coat approaches from behind. "Tense, nervous headache?" she asks, taking a brochure from the desk drawer. "You could choose a leading brand of painkiller or..." - giving the man an almighty whack round the ear with the book - "you could choose from thousands of First Choice Holidays!" Well it made me laugh. So did the commercial where the dialogue goes "Is it a bird?" "No, it's a plane!" "No, it's a fat chef" because clearly the object flying through the air is a fat chef. This is one of a series so successful that they have actually lodged

**Watching advertisements certainly brings home certain truths**

their punchline in my memory. Since I can never remember which product a commercial is for, even when I enjoy the joke (for instance the one where the "bouncing bomb" union flag tower gets to the sun lounge ahead of the German tourists gloriously politically incorrect, but which bear?) this seemed quite an achievement... until I realised they had taught me "Pay attention, Medomsey Road, Contest" but failed to lodge in my mind the name of the crisis which are made there.

My current favourite among the ads is the series where various middle aged men - one overhearing himself discussed in the men's washroom, another undergoing an operation - mime to the Nat King Cole recording of "Let's Face The Music And Dance". I re-wound the tape to check on the advertiser which is Allied Dunbar pensions and life assurance, hence the importance of the line "There may be trouble ahead". And do these enjoyable ads have

anything in common? They do: all are pastiches of well known television items. "Tense, nervous headache?" was for years used by a branded analgesic (heaven knows which). "Is it a bird? Is it a plane?" is meant to produce the response "No, it's Superman!" And the miming, in style, music period, and particularly the hospital setting, is clearly a tribute to the late Dennis Potter.

Enjoyable as they are, however, those commercials are the exceptions. Since the summer schedules are stuffed with so many repeats and dull programmes it seemed a good moment to check on those bits of television where the critic usually hits the "Fast Forward" button: the commercial breaks. Flashing through the tapes, zapping out the programmes and watching only, the advertisements certainly makes a change, and brings home certain truths. We know, of course, that production values are often high in the breaks, after all people can spend as much producing 30 seconds here as on 30 minutes of programming. But it is startling to find how much is old or even very old, and how much is infuriating and counter productive.

Given the whiz-kid image of the ad biz, and the impression advertising people like to convey that all new trends spring directly from them, it seems astonishing that the talking chimps are still promoting PG Tips. They began in 1956. In concept and gentleness of humour virtually nothing has changed in 38 years. If the series does ever end (and no doubt somebody is already campaigning for the rights and dignity of chimpanzees) it will leave an unfillable hole.

In 1959 Domestos was undertaking to "kill all known germs in an hour". In 1984 it is offering to "kill all known germs anywhere". After 40 years detergent manufacturers are still comparing the grey laundry of their competitors with their own dazzling whites. The first cat named Arthur stuck his paw in a tin of cat meat



Tense, nervous headache? Never mind the product, enjoy the commercial break...

in 1987; last week another white cat named Arthur was still doing it. It is 30 years since Esso urged us to "Put a tiger in your tank" and today the tiger is racing across a crumpling ice floe (why?) to get to an Esso station (why, if we are told the big petrol companies routinely use supplies from one another's tankers?) And the umpteen pretty woman is giving head to

Cadbury's Flake. Concentrating on the commercials you also notice how often they try to baffle you with science. Remember "WMT"? That was Omo's secret ingredient in 1983. In the past few days products have boasted of "pro-vitamin B5" of a "hydromat complex", and of a "unique hydroxyl formula". Others offer "time release freshness" or "anti-static agents" and, in the case of a "re-energising" toothpaste, the product is stuffed with bicarbonate of soda. So what? And why, anyway, is quite so much television time currently occupied by advertising for toothpastes, tooth-

brushes, denture fixative and so on? Do we pay more attention to our teeth in the summer?

The claims in those ads are, mostly, merely ludicrous. There are others, for companies with which many of us are familiar, that may actually turn many viewers against them. How dare the AA, for example, claim "To our members we're the fourth emergency service", thus attempting to appropriate public esteem for ambulance crews and firemen? Remembering how long you have sat in the rain waiting for the AA to arrive, this campaign is enough to drive you into the arms of the RAC. Similarly, if there was any alternative to the Post Office most of us would surely take it after our experiences in waiting to buy a few stamps, or being refused a tax disc on a Saturday morning. So to be told repeatedly that the Post Office is "part of everyday life" is enough to make you spit with fury. And what makes anyone imagine that Bob Hoskins being coy and gnomic, even if he does

have the estuary accent which is now mandatory for commercials, is going to make us use the phone more? We know what it is already costing us.

Nor is it just a question of service organisations. In view of recent revelations about The Body Shop, the commercial for American Express which consists of Anita Roddick being all green and feminist and third world seems a teeny bit unfortunate. Commercials surely cut both ways. There is little informative advertising on television; overwhelmingly it is concerned with brand awareness and market share, and it depends heavily upon the predisposition of the viewer. If you begin with deep reservations about the treatment dished out to the public by high street banks or major airlines, then their television advertising, far from changing your mind, is likely to reinforce your feelings. Now that Nicole (she with the oh-so-stupid "Papa") has allowed us to see her taste in underwear, why should any of us trust her taste in motor cars?

Jazz/Garry Booth

## Julian Joseph

**I**t says something about Julian Joseph's energetic piano playing that, at 28 and with only two records behind him, he can already draw a sizeable crowd to the Barbican Hall on two consecutive nights. He came up in the late 1980s crop of young British jazz musicians which included Courtney Pine and Steve Williamson and like them his style is coruscating hard bop tempered by a more contemporary sound. Reggae shines through Coltrane for Pine, for Williamson it is funk and Joseph likes soul.

But Joseph's irrepressible urge to swing his quartet is what really sets him apart. Once seated at the keyboard he simply cannot wait to push a tune along. On Sunday he started out with a trio, a vigorous three-cornered work-out with Wayne Batchelor (bass) and Mark Mondesir (drums). Mondesir is the most combative drummer and engaged Joseph in some serious hand-to-hand, the pair grinning at one another wickedly throughout. Using his own material from the albums, Joseph took the substance of a good tune and worked it with percussive repetition until it was in the most satisfying shreds.

When the barnstorming trio returned after the interval with a seven-piece brass section clipped on one side and six reeds on the other, you felt subtlety might be in order. Packed with top flight soloists - Guy Barker (trumpet), Peter King (alto) and Keith Wathe (flute) - this orchestra soars. Joseph is new to big band orchestration but clearly it suits him. His arrangements on standards unfolded carefully and in a cool way but allowed for soloist's aerobatics between. "Everything Happens To Me" featured Peter King at his most nimble and allowed Joseph a slot to serenade before revving up the ensemble again. Marcus Miller's "The King Is Dead" used a poignantly still duet between Barbara Wyllie's clarinet and Jamie Talbot's soprano before taking off into the blue yonder: "High Priestess" had Guy Barker, Peter King and Patrick Cahill (tenor) out front, issuing slippery harmonics.

In October Joseph hosts the first Wigmore Jazz Series in London and in November tours his extended group, The Forum Project. The third album is due next year. On the strength of this weekend's display, we have much to look forward to.

Edinburgh Festival/Clement Crisp

## Miami City Ballet

**B**allets die each time the curtain falls. Every performance after the first night is an act of erosion, albeit also one of exploration, as dancers and public come to understand what the choreography is saying. A revival is an act of betrayal, as the egos of producers, coaches, dancers, have their way with the text, declaring that the creator wanted this, that he intended that - with no two authorities ever in accord.

How then to preserve ballets, to save masterpieces for the future in something like their original form? It is a question to which Miami City Ballet has provided some fascinating answers in its programmes of Balanchine ballets at the Edinburgh Festival this year. The troupe is only in its ninth year but it is directed by Edward Villella, a star of Balanchine's company for two decades. He has transmitted to his artists his reverence for Balanchine as a creator, together with something of his own power and vitality as a dancer.

So the company shows Balanchine ballets with a verve and a freshness which make every step seem vital, restoring that freshness of impetus, that sense of committed energy, which is the life-blood of the Balanchine manner. They are not so polished as New York City Ballet casts, but nor do they look as glossy in manner. For them, dancing Balanchine is a journey of discovery - of themselves as artists quite as much as of the ballets. They are not coherently schooled, yet variety of training brings a savour of individuality to illuminate the choreography. Most important, Villella and his coaches have inspired casts to dance these masterpieces as if they were new.

MCB's visit was sponsored by Hertz.

turned into a biennial event. However, the annual music festival has developed a momentum of its own, reflected in the high calibre of artists on this year's programme (Sep 2-16). The opening concert is given by the Pittsburgh Symphony Orchestra under Lorin Maazel. Other visiting ensembles include the Dresden Staatskapelle with Colin Davis, Il Giardino Armonico in a baroque programme and the Hungarian National Philharmonic Orchestra. Recitalists include Matt Haimovitz, Michel Dalberto and the Alban Berg Quartet (B181 8226).

**LINZ**  
The annual Bruckner festival in this Austrian town (Sep 11-12) opens with Riccardo Muti conducting the Vienna Philharmonic in Bruckner's Seventh Symphony. Giuseppe Sinopoli conducts the Philharmonia in two concerts, and Semion Bychkov conducts the Orchestre de Paris in Bruckner's Ninth. Marek Janowski conducts a concert performance of Wagner's *Lohengrin* with a cast headed by Peter Seiffert and Eva Johansson. Other visitors include the Hagen Quartet, Christian Zacharias, Simon Estes and Maurizio Kogel. The final two concerts are given by the London Philharmonic under Franz Welser-Möst (Brucknerhaus-Kasse, Untere Donaulände 7, A-4010 Linz. Tel 0732-775230).

**SALZBURG**  
OPERA/THEATRE

This year's festival winds up over the coming week. In the Grosses



Myrna Kamara in Balanchine's 'Serenade'

Festspielhaus, there are final performances tonight and Fri 1 of the new Sarenbohm/Chéreau production of Don Giovanni, with a cast headed by Ferruccio Furlanetto, Bryn Terfel and Catherine Malfitano. Boris Godunov, staged by Herbert Wernicke and conducted by Claudio Abbado, can be seen tomorrow with Samuel Ramey in the title role. The new Peter Sellars double bill - staged by Peter Sellars, conducted by Nagano and designed by an avant-garde team of German architects - can be seen on Sat evening and Tues afternoon, with a cast including Agnes Baltsa and Thomas Moser. Chris Merritt, Ann Murray and Susan Graham star in *La Clemenza di Tito* tonight, Fri and Mon in the Kleines Festspielhaus. Deborah Warner's production of Shakespeare's *Coriolanus* is performed on Fri, Sat and Sun afternoons in the Felsenreitschule, with Bruno Ganz in the title role. Both Strauss' play *Des Gleichgewicht* (Equilibrium) runs daily till Sun at the Landestheater.

**CONCERTS**  
Pierre Boulez conducts the Vienna Philharmonic on Sat morning in works by Debussy, Ravel, Stravinsky, Webern and Berg, with soprano soloist Felicity Lott. Seiji Ozawa conducts the Saito Kinen Orchestra on Sun morning in Stravinsky and Shostakovich, and Claudio Abbado conducts the Berlin Philharmonic on Sun evening (Mahler's Ninth) and Mon at 18.00 (Russian programme). Georg Solti conducts the Vienna Philharmonic next Mon late evening and on Tues in a Wagner, Strauss and Beethoven programme, dedicated to the memory of Karl Böhm. The final

concert next Wed is given by the Pittsburgh Symphony Orchestra under Lorin Maazel.

● Festival Box Office:

0682-844501, Potzer Ticket Centre: 0682-843635.

### TURIN

**TURIN'S** annual music festival, Settembre Musica, opens on Sep 3 with a concert at the Teatro Regio by the Vienna Philharmonic Orchestra conducted by Riccardo Muti, featuring symphonies by Mozart and Beethoven. Other highlights of the festival, which runs till Sep 22, include performances by Steve Reich and Musicians, the Dowland Consort, the Royal Concertgebouw Orchestra under Riccardo Chailly and the London Symphony Orchestra under Michael Tilson Thomas. There will also be concert performances of Gluck's *Orfeo* and Debussy's *Pelléas et Mélisande* (011-562 0450).

### UTRECHT

The Holland Festival has organised a week of early music events in Utrecht from August 26 to September 4. Friday's opening concert of Remaue and Mouret is given by Les Musiciens du Louvre conducted by Marc Minkowski, followed on Saturday by a Lully choir and orchestral programme conducted by Hervé Niquet. Sunday's concert by Concerto Italiano features madrigals by Lassus. Other highlights include a Mozart and Haydn concert on September 3 with the Orchestra of

the 18th Century conducted by Gustav Leonhardt, and a Cherpenter programme following evening, played by Les Arts Florissants under William Christie. Most events take place at the Vredenburg concert hall (030-340921).

### WARSZAWA

**WARSZAWA'S** contemporary music festival (September 15-24) offers tributes to three recently-deceased Polish composers - Witold Lutosławski, Andrzej Panufnik and Roman Haubert-Szostak-Ramati. Anna Sophie Mutter is violin soloist (Sep 16) in a programme devoted to Lutosławski, who was for many years a leading light of the festival, and composed several pieces specially for Mutter. António Wifl conducts the Polish Radio Symphony Orchestra in Panufnik's *Sinfonia di Stelle* (Sep 18), while *Klangforum Wien* devotes a whole programme (Sep 19) to Haubert-Szostak-Ramati, who was music director of Cracow Radio in the late 1940s, before emigrating to Israel and later settling in Paris and Vienna. The younger generation of Polish composers is represented in a luncheon programme on Sep 17 entitled *Hits from the Sixties*, featuring the Nostromo Ensemble and Silesian String Quartet. Among the foreign composers represented at this year's festival are Henri Dutilleux, Magnus Lindberg, Bright Sheng, Salvatore Sciarrino, Elliott Carter and Cornelius Cardew. Festival office: Warsaw Autumn, Rynk Starego Miasta 27, 00272 Warsaw, Poland.

(tel/fax 022-310607). During the period Sep 12-25, all enquiries to Warsaw Autumn, Hotel Europejski, Krakowskie Przedmieście 13, Warsaw (tel 022-265051 fax 022-261111).

### WEXFORD

**WEXFORD'S** year's festival runs from October 20 to November 6. The three operas chosen by Elaine Padmore for her final year as artistic director are Anton Rubinstein's *The Demon*, Ruggero Leoncavallo's *La Bohème* and Wagner's *Das Liebesverbot*. The Rubinstein will be conducted by Alexander Anissimov and staged by Yefim Maizel, and the cast will be headed by Anatoly Lozach and Alison Browne. The Leoncavallo will be conducted by Albert Rosen and staged by Reito Nicliver, with a cast headed by Jungwon Park, Magali Damone and Jean-Pierre Funan. The Wagner will be conducted by Yves Abel and staged by Dieter Kaegi, with Robert Holz as Friedrich.

● There will be a symphony concert by the National Symphony Orchestra of Ireland, recitals by the Moscow Piano Trio, the Alexander Quartet and Alison Browne, and a performance of Brahms' German Requiem. The festival is renowned for its exquisite small theatre, its elegantly economical productions and the welcome which the Irish coastal town of Wexford gives to its festival visitors. Booking from Wexford Festival box office, Theatre Royal, High Street, Wexford, Republic of Ireland (053-22144).



### FESTIVALS

#### BAYREUTH

Final performances of this year's new Ring production are tomorrow (*Siegfried*) and Sat (*Götterdämmerung*). It is staged by Alfred Kirchner, designed by Rosella and conducted by James Levine, with Deborah Polaski as Brunnhilde, John Tomlinson as the Wanderer and Wolfgang Schmidt as Siegfried. The festival ends on Sun with *Heini Müller's* staging of *Tristan und Isolde*, conducted by Daniel Barenboim, with Siegfried Jerusalem and Waltraud Meier in the title roles. Wolfgang Wagner, the composer's grandson and festival director since 1981, celebrates his 75th birthday next Tues. There will be no new production at next year's festival, which will open with a revival of Wolfgang's 1985 production of *Tannhäuser*. (0921-202211)

#### BESANCON

Besançon is best known in the musical world for its conductors' competition, but this has now been

**ARTS GUIDE**  
Monday: Performing arts guide by city.  
Tuesday: Performing arts guide by city.  
Wednesday: Festivals guide.  
Thursday: Festivals guide.  
Friday: Exhibitions guide.

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## UK needed at the heart of Europe



**PERSONAL VIEW**  
Recent events in Europe - from the argument over the successor to Jacques Delors as president of the European Commission to the fate of war-torn Bosnia - have highlighted the difficult evolution of relations between the continent's nation states. There is a growing tendency to form alliances between European Union members on the basis of national interests.

Germany and the UK are promoting deregulation. UK foreign minister Mr Douglas Hurd and his French counterpart Mr Alain Juppé have taken the lead in trying to find solutions for Bosnia. Mr John Major and Mr Silvio Berlusconi have compared notes on European policy. And there is always Franco-German co-operation, said to be the motor of European integration.

As in any community, this tendency for shifting alliances within the EU can be healthy as long as there is a basic consensus within the EU on objectives. In these times of political and economic reorientation, it is of paramount importance for the EU to maintain this consensus and develop it further.

It is reassuring to see the UK playing an active part in this process - after a period of concern that its position could become increasingly defensive. For industry it is encouraging to note that the UK government has identified the search for measures to establish a competitive framework for European companies as one of its priorities. Deregulation, dismantling the bureaucracy and privatisation in key sectors, such as energy and telecommunications, are in our mutual interest, be it on a national level or in Brussels. Here we have classic British-German co-operation, as in the attempt by the two countries to find strict criteria for subsidiarity within the EU.

The principle of subsidiarity is basic to the functioning of markets and - in a broader sense - for democracy, as we in Germany know from experience. But we must also realise that there are limits to subsidiarity in any community, particularly in areas that are crucial to industry, such as environmental policy or export controls on weapons and the technology of mass destruction.

The UK has decided to opt out of the social chapter of the Maastricht treaty. It seems doubtful that this decision is really in the interests of the country, and of its industry in particular. We cannot avoid a discussion with other EU countries on social policies, as is illustrated by the recent debate on the misconceived works council directive. It is always better to try to influence decisions that may have consequences for British industry than just to stand aside.

Recently, the Confederation of British Industry presented its business agenda for Europe. German industry is in line with most of the CBI's priorities. We underline the importance of European integration.

The Maastricht process is far from perfect, but it is a credible attempt to develop the Union

of the completion of the single market as a big achievement and the linchpin of the EU. We also agree with the CBI's proposition that Europe's future cannot simply rest on free trade or the single market.

Because our industries are increasingly global, we know that our home base, the EU, is central to our competitiveness. Economic convergence cannot be achieved simply through macroeconomic policies and should not be hastily arranged for political reasons. Stability, predictability and favourable conditions throughout the Union - in monetary policy, interest rates and exchange rates - are of great importance for our companies. The Maastricht process is far from perfect, but it is a credible attempt for those who consider themselves the great architects of Europe. The UK should be among them.

is guaranteed?

German-based companies are increasingly adopting European strategies and even identities. They are already pursuing their own vision of a united Europe. Various national interests could get in their way, as politics in Europe is trailing far behind. It is in the interest of European industry to strengthen - and to deepen - co-operation, be it economic and monetary policy, foreign and international security policy, or the co-ordination of internal policies such as crime control. It is also in the interest of European companies to develop a trans-European infrastructure. This is true for information technologies which are at the heart of our future competitiveness. We must think beyond national borders and establish new European structures vigorously. Equally important is an improved transport network. Though the UK has no land link with the rest of the continent, this geographical insularity should not detract from its interest in a modern infrastructure that would benefit both continental and UK industries.

We should be realistic about what can be achieved in the process of integration and how serious the temptations for misguided quick fixes are. This is particularly true for the European monetary union which has so far not been properly thought out and suffers from an ambitious, possibly unrealistic schedule.

But there is no reason to believe that one day the UK, along with Germany and others, will be part of a monetary union.

We must be careful not to follow obsolete concepts of national interests and shifting alliances between nation states. This is a challenge for all, but a particular one for those who consider themselves the great architects of Europe. The UK should be among them.

**Dr Ludolf von Wartenberg**

The author is director-general of the Federation of German Industries

**T**his is even worse than doing the exams," said Alison, a nervous school leaver from Sussex, yesterday. She was waiting for the listing today of UK university places that were not filled when last week's A-level results were unveiled.

Her concern was understandable. After a decade in which the number of university places on offer has increased each year, this autumn the numbers admitted will be the same as in 1993. Having seen student numbers double since the early 1980s, UK universities are at last slamming on the brakes.

Admissions tutors are limiting the number of entrants mainly because the government has given them no choice. Universities will be given less state funds per student if they allow the numbers they recruit to rise by more than 1 per cent this year - the first time in recent years that they have been penalised for growth too fast.

Many universities object to the government's methods, which they consider unwise and heavy-handed. The Committee of Vice-Chancellors and Principals, which represents university heads, said the cap on admissions could mean a "massive denial of opportunity" for students. They blame ministers for not anticipating how fast higher education would expand - and then over-reacting when they realised that they had miscalculated.

When Mr Kenneth Baker, the then education secretary, announced in 1989 a push towards a system of "mass higher education" he set a target of 30 per cent of 18-year-olds entering university by 2000. That target was passed last year.

But there is a growing acceptance among universities that, even without government intervention, they would be best advised to consolidate for several years.

To do otherwise, the committee has been warned by higher education experts, would risk exacerbating already serious funding problems and compromise quality. It would also run the risk of flooding the labour market with graduates.

The number of universities has almost doubled since 1982, thanks mainly to the upgrading of polytechnics, which were previously funded by local education authorities. There are now 89 UK universities, 41 of which have gained that status since 1992.

New universities have expanded fastest. De Montfort Uni-

## Hard test at end of a crash course

After a decade of fast growth, the UK university system is examining its future, says John Authers



How many full-time students were in UK higher education in 1982 and in 1992?

300,000 and 476,000 respectively.

What proportion of school-leavers go to university?

In 1989 only 11 went to university.

Last year it was 31%, and it will be again this year.

Are there more universities?

Yes. The old polytechnics have been granted university status. Full-time students of polytechnics and colleges doubled in the decade to 1992, while part-time students increased by 40% over the same period.

Has there been an improvement in standards?

9% were awarded firsts last year, 6% more in 1983.

How many graduates find work within six months of graduating?

Graduate unemployment is presently 10.5%, down from last year's all-time high of 11.6%.

The rapid expansion of higher education is not necessarily good news for students either, when they start looking for jobs. With twice as many graduates entering the job market each year, a degree cannot guarantee the same opportunities as a decade ago.

According to the Institute's report, "graduates will need to accept career patterns" which are "markedly different from those of the past... It is not clear that most students have yet come to terms with this change in prospects."

Experience from the US, where the number of students graduating each year has trebled since 1961, suggests that employers will adjust recruitment practices accordingly.

The Institute of Manpower Studies, based at Sussex University, found that after increasing steadily throughout the 1980s, US real starting salaries peaked in 1988 (at \$25,288 in 1990 prices), and then dropped by 16 per cent over the next two decades, to \$21,319 in 1990.

**M**eanwhile the proportion of US graduates accepting jobs for which a degree was not a requirement rose from 11 per cent in 1969 to 20 per cent in 1990. This is projected to reach 30 per cent by 2005.

Similar trends are already emerging in the UK. Graduate unemployment is at record levels, while starting salaries failed this year to keep pace with inflation for the first time since records began in 1980, according to the Higher Education Careers Services Unit.

Traditional graduate recruiters, such as accountancy firms, continued to offer attractive salaries, according to Mr Colin Lawton, the unit's statistical assistant, but the average was being dragged down by smaller companies which had not recruited graduates before.

By holding numbers constant this year, universities should be able to create a breathing space in which to address such problems. That will require examining the service that can offer in an increasingly "mass-market" higher education system, and the trade off between quality and quantity when resources are limited.

As Mr Baker observed in 1989: "The structures appropriate to higher education with 3 per cent participation, or even a 13 per cent participation, simply cannot be sustained when participation rises to 30 per cent."

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transcribed should be clearly typed and not hand written. Please set fax for finest resolution

### Widespread support for blank tape levy

From Mr Wayne Bickerton.

Sir, Emma Tucker ("Blank tape prices may rise if EU supports levy plan", August 15) makes several misguided predictions about the effects of the European Commission's proposal to protect music copyright through a Europe-wide levy.

Though the government has opposed this initiative in the past, the Music Copyright Reform Group, which represents those who create, own, publish or administer copyright music or lyrics, has

found widespread support for the proposal among backbenchers of all political parties.

Indeed, harmonisation of private copying legislation in the EU has even been welcomed by blank tape manufacturers.

The suggestion that a levy would "punish ordinary consumers" is not borne out by the experience in other European countries. In France, Germany and Austria, prices have fallen after the introduction of the levy due to intense competition between blank tape manufacturers. We believe that a

reasonable levy for audio tapes could and would be fully absorbed by the blank tape manufacturers, who have benefited enormously from the public's ability to copy copyright music (research shows more than 90 per cent of blank tapes are used for this purpose).

The proposals would not be bureaucratic, as suggested, since the organisation necessary to administer the distribution system for the levy exist in the UK. Nor would the blind and other disadvantaged users of blank tapes be hit as the

proposal allows member states to exempt or compensate them.

The UK government should realise that the proposed levy aims to compensate composers and music publishers for widespread, illegal private copying of pre-recorded music. The MRCG hopes that ministers will give their full support to protecting the interests of the UK music industry which plays such a vital role in the heritage of the UK and Europe.

Wayne Bickerton,  
Music Copyright Reform Group  
London W1P 4AA

### Highest ethical principles always upheld

From Mr T Gordon Riddick.

Sir, We would like to respond to a number of points made in Andrew Jack's article on "The Body Shop" ("US ethical fund turns against Body Shop", August 19).

There were no "emissions" from our former New Jersey "factory". Rather, there were two accidental spills of 50 gallons of shampoo at our former bottling plant two years ago. In line with our policy, we immediately notified the authorities. There was no breach of environmental law, no citation, no "emissions". I'm sorry that we spilled some shampoo, but whenever there are human beings around, there will be minor accidents. The reference to "oil-based ingredients" is perplexing: perhaps the Financial Times was referring to mineral oil. If so, then you should be aware that this is the same ingredient which has been slapped on babies' bums for generations in England without adverse effect!

The accusation that I find personally most offensive is the suggestion that we lack "commitment" to our trade-not-aid programme. No one should doubt our commitment. Some of our critics' arguments

about trade-not-aid centre around a percentage game that misses the point. They say that, because our trade-not-aid purchases form only a small percentage of our total, we should not talk about it nor have prominent displays or window posters relating to it.

We say that trade-not-aid is a very important part of our business, on which we spend a disproportionate amount of time and money. Let me give one example of how it works with one ingredient: Brazil nut oil is pressed in the Amazon jungle by Kayapo Indians. We use the oil in our Brazil nut conditioner. It comprises 1.5 per cent of total product volume, making it an insignificant percentage of the total ingredient list. We use 1.5 per cent because it is what works: use more and it would be ineffective; use more and your head would look like an oil lamp. Financial and managerial efforts on these many projects far outweigh their naked value to us.

As for the supposed lack of public information, we publish our product information manual in every store worldwide giving facts about ingredients and their properties. We are at

the forefront of companies in Europe in listing ingredients on our product labels, though not yet required by law. For

the third year running, we have voluntarily published an independently verified environmental statement in our Green Books. We make explicit our stance on animal testing. I sometimes think we overdo our providing information.

We will continue to develop our business with the highest of ethical principles. This is why we recently instituted our memorandum of association, passed at the recent annual general meeting. This is why we have set up the Values and Vision Centre uniting our Against Animal Testing, Environmental, Fair Trade and Human Rights departments in a group working directly with Anita. This is why we published our company mission statement, and soon will publish our trading charter. If this, and what we have done over the past 18 years, is not good enough for the cynics, that's their problem - not ours.

T Gordon Riddick,  
The Body Shop International,  
West Sussex, BN17 6LS

### Not against the Body Shop

From Mr Patrick McVeigh.

Sir, On August 19 you carried a somewhat inaccurate headline to an article regarding our company's sale of The Body Shop's stock earlier this summer ("US ethical fund turns against Body Shop").

As you point out, one factor (or several) leading to our sale was a belief that negative allegations scheduled to be published in the US press regarding the Body Shop's ethical performance could hurt the company's stock price in the short term. We would like to clarify that at this time we are researching these allegations and do not necessarily share them. We are independently researching a report on the Body Shop's ethical performance, which we have not finished, nor have we reached any conclusions.

It is therefore inaccurate for the headline to say that Franklin Research & Development has "turned against" the Body Shop. While we have turned against the stock for a variety of reasons, we have not taken this same position towards the company.

If the results of our ethical analysis are positive and the company's stock were at an attractive valuation, The Body Shop would certainly be a company whose shares we would consider buying again.

Patrick McVeigh,  
Senior vice-president,  
Franklin Research & Development Corporation,  
111 Atlantic Avenue,  
Boston, MA 02111

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## FINANCIAL TIMES

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Wednesday August 24 1994

## Mr Zedillo's long agenda

The candidate of Mexico's ruling Institutional Revolutionary Party, Mr Ernesto Zedillo, won a convincing victory on Sunday in the most competitive elections in Mexican history. He would be making a grievous mistake, however, if he interpreted that victory as a signal that should leave Mexico's political system unchanged.

Many voices in the ruling party will be telling Mr Zedillo that the wide margin of his victory means he should leave well alone. He should ignore them. Another six years of denying the political opposition a proper voice would serve only to intensify the strains which nearly took Mexico's body politic to breaking point this year.

His first gesture of conciliation to opposition parties is welcome. But given the tenacity with which the PRI has held on to power in its 68 years in office, Mexicans are sceptical of gestures. Mr Zedillo needs rapidly to take action.

A democratic system will only emerge if the ruling party is itself made democratic. Mr Zedillo can begin work before he takes office by embarking on reform of the PRI. This enormous task of dismantling the PRI from the structures of the state has frustrated his predecessors since 1986.

An integral element of the needed reform is to give to party members the right to choose candidates. This will deprive the president of an important lever for the management of the state, but is essential if the PRI is to be converted into a modern political party. Such reform has its dangers: the powerful and often undemocratic traditionalists may well take over parts of the party. However, if their candidates are forced to submit to free and fair elections for political office, the

danger may be reduced. Ensuring free and fair elections is therefore the next important reform. Although Sunday's elections were probably the fairest in Mexican history, it is clear that a substantial minority — with some justification — still considers the election process iniquitous. Elections must no longer be a source of such political conflict. The way to ensure this is to hand the entire electoral process — lock, stock and barrel — over to the independent magistrates who oversaw Sunday's elections. These magistrates, chosen by consensus among the political parties, performed admirably, but were appointed late and were limited in their powers.

This is only the beginning of the huge task Mr Zedillo will face if he is to follow up on his campaign promises to turn Mexico into a modern, law-based society. Decentralising the political system, reforming the legal system and the country's corrupt and inefficient police forces, and reforming the social security and health systems are all necessary. Efforts in these directions will bring him into conflict with some of the country's most powerful vested interests.

The new president also inherits an unfinished agenda on the economy. He must rid the private sector of many of the obstacles blocking growth. These include monopolies both public — oil, railways and electricity — and private — in particular, telephones. Eliminating the monopolies would greatly enhance economic efficiency. If growth were, partly as a result, to be 5 or 6 per cent a year, rather than the 3% achieved under the present administration, the country's would be greatly eased.

## Milk shakes

It hardly seems like the best way to reform the country's dairy market, only to be in court at the beginning of the job. The Dairy Trade Federation announced this week that it is seeking judicial review of the government's efforts to shake up the milk market, which it claims threatens unnecessary price rises and job losses.

The Milk Marketing Board was at the heart of a centralised system of UK milk provision which kept prices high and stifled innovation. Abolishing the MMB's monopoly over milk supplies and allowing processors to compete for supplies with the Board's successor, Milk Marque, was intended to reverse both effects. It has done neither.

What went wrong? The DTF's decision to seek a judicial review sounds like sour grapes. For the first time in 60 years, the dairy industry has managed to third what they required. Milk Marque signed up the resulting for supplies allowed it to push up prices. The complaint stemmed simply from members having lost the first

round of playing under the new rules, it should be rapidly dismissed. The trouble is that the rules themselves are fundamentally flawed.

Any reform labours under two obstacles. First is that the UK's milk quota under the Common Agricultural Policy, currently 85 per cent of the country's needs, will always allow some in the industry to make excess profits.

The second is that, by failing to break up the old MMB into competing regional entities, the government has preserved a single body with a good chance of exploiting its position to share those profits with farmers at the expense of the processors.

The best way of reforming the milk market would, of course, be to abolish the CAP, although this is beyond the government's power. In the long run processors may turn to imports to make up their shortfall. But a quicker way of injecting flexibility into the current system would be to make milk quotas tradable across national borders. Meanwhile, the Monopolies and Mergers Commission might cast a fresh eye on the question of unfair competition closer to home.

## Russian debt

As night follows day, the growth of inter-enterprise debt is a credit to the soaring indebtedness has happened, notably in 1992: it is the predictable result of attempts to, if the government gives in to the demands from enterprise managers, the problem will recur.

At the recently level of Rs80,000bn (£27bn), the enterprises accumulated with one another is spectacular. It is not surprising that the government's resolve is crumbling, notwithstanding its agreement with the IMF last March. President Boris Yeltsin has, for example, already agreed to grant Rs3500bn in low-interest credits to the and heavy industry. More may follow.

Regardless of privatisation, have yet made the mental switch from supplying state-directed production, tying paying customers. This, moreover, is a more benign aspect of the story. Enterprises without owners, operating in a society without effective laws, managers to privatise the losses. Why not offer goods credit, in bribes, leaving the company with the debt and them with the? Or why not sell goods abroad, put the proceeds in a Swiss bank, leaving suppliers unpaid?

Managers confidently expect that the government will have to drop the needed cash from helicopters. Yet their enterprises, as large holders of cash, are themselves victims of inflation. Worse, the government will only repeat the battle, in still more disadvantageous circumstances.

Targeted allocation of credits to high-priority industry is not since nobody knows which the high-priority industries are. Even closing insolvent enterprises may be a big mistake, since in so distorted an economy, it is difficult to know which enterprises should be closed. Nor can a mechanism for netting out inter-enterprise debt play a useful role at least until its growth has been halted.

It can be halted, however, by forcing enterprise managers to manage their cash flows, as has been done in other economies in transition. The debt overhang should be left to one side, at least for the moment. Meanwhile, by refusing a bail-out, the government will create huge pressure for payment within the enterprise sector. There is money. Enterprises must simply be forced to use it.

Mass unemployment is the spectre that stops this from being tried. The government needs to lay this ghost, by telling people that producing goods that are not wanted or, if wanted, are not paid for is unemployment. In addition, any money must go directly to workers, either as unemployment benefit or as payment for short-time working. It must not just be dumped on the enterprises.

This has arisen partly because the stabilisation lacks credibility where it counts and partly in enterprises in limbo, subject neither to the control of the state nor to that of owners. State control cannot, while ownership will take time to establish. In the meantime, enterprises must be compelled to look after their cash flows. The printing press is not the answer.

For as long as anyone can remember, more people have quenched their thirsts with a Coca-Cola or its closest imitator, Pepsi-Cola, than any other soft drink money can buy. Together, they account for more than 50 per cent of all the carbonated drinks consumed worldwide. And yet... is it just possible that some of the fizz is going out of the market for two of the world's best-selling products?

In the US, which accounts for a third of the world market for soft drinks, consumers are showing signs of getting bored with Coke and Pepsi. These days, they want wider variety. Cola-flavoured drinks are slowly losing market share to new types of beverages such as iced teas, fruit drinks, bottled water and energy-giving sports drinks. In the late 1980s, according to US securities firm Salomon Brothers, colas took 63 per cent of the US soft drinks market. Last year, the figure was down to 58 per cent.

But alternative beverages are not the only worry for Coke and Pepsi. Until recently, the biggest threat Coca-Cola and PepsiCo, the company that makes Pepsi, faced was other. Now a bigger one seems to have emerged: the possibility that private-label manufacturers are taking an increasing share of a market that is in any case shrinking because consumers' tastes are changing.

At first sight, this proposition seems to be supported by PepsiCo's latest financial results. Its second-quarter profits this year were \$447m — excluding exceptional items, unchanged from the same period the previous year.

Coca-Cola, however, increased net profits by 13 per cent to \$758m in the same period. More significantly, Coca-Cola's share price, currently hovering around its all-time high, suggests that investors think the company's glory days are far from over.

One reason why the companies' figures tell different stories is that, unlike Coca-Cola, PepsiCo derives only 35 per cent of its operating profits from soft drinks. A higher proportion, 57 per cent, comes from its fast food chains (Pizza Hut, Taco Bell and KFC — formerly Kentucky Fried Chicken), which suffered badly from price competition in the second quarter, and another 26 per cent comes from its Frito-Lay snacks business.

Another reason for the profits difference is their geographical spread. In the US, Pepsi's market share is almost as big as Coke's, but worldwide, Pepsi trails behind. About 80 per cent of Coca-Cola's total operating profits come from outside the US, while PepsiCo's beverage division earns less than 16 per cent of its operating profits from other countries. The result is that Coca-Cola is cushioned from the effects of competition in the US, while PepsiCo is relatively exposed.

This phenomenon has prompted revolution in the market. Even so, neither Coca-Cola nor PepsiCo can afford to ignore US consumers' changing tastes. In the past few years, an increasingly health-conscious US public has shown signs of turning away from high-sugar soft drinks like Coke and Pepsi. At first, the trend was towards diet (low-calorie) versions

of the same drinks. But now the fastest area of growth is in an ever-expanding variety of "natural" drinks and so-called New Age beverages, such as fruit juice drinks and iced teas. A driving force behind the trend has been Snapple Beverage, an upstart US drinks manufacturer that has rocketed to public prominence through rapidly rising demand for its New Age items, which include Raspberry Iced Tea, Grape and Mango Madness Cocktail.

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## Burden of past claims could cost £500m Lloyd's profit recovery hampered by bad debt

By Richard Lapper

Bad [redacted] and declining investment returns — as well as the continuing burden of claims on policies underwritten in the 1980s and earlier — will hold back the expected recovery in profits at Lloyd's, according to Chaset, the company which monitors the London insurance market.

Chaset expects Lloyd's to report a profit of £300m for the 1993 underwriting year, when results are reported in line with the market's year accounting system.

It estimates, however, that as much as £500m of the profit might be used to meet liability insurance claims, which can [redacted] policies underwritten.

Lloyd's hopes to [redacted] problem by setting up a new reinsurance fund, NewCo, early in [redacted] into which it [redacted] to transfer all [redacted] policies sold before [redacted].

Aside from this, says Chaset, "two horrors lurk, worsening investment returns, exacerbated by inadequate reserves for bad debts and further reinsurance failures."

The fall in investment returns, mainly as a result of the recent turmoil in international bond markets, will hit results for 1992, when these are reported next year, Chaset predicts.

During 1993 syndicates earned returns of some 6 per cent on their investments. But the first half of 1994 has produced a "dismal return", the average across the market being a profit of 0.5 per cent on dollar investments and a loss of 2 per cent on sterling investments.

Chaset expects the situation to improve in the second half of 1994, but says that "it will remain a disastrous year for investment" with returns down "perhaps" by [redacted] £200m and [redacted].

Overall, Chaset expects Lloyd's to post a loss for the 1993

## Body Shop faces US probe over franchise operations

By Andrew Jack

Body Shop International is under investigation by the US Federal Trade Commission over its franchise operations in North America.

Body Shop last night confirmed the investigation, which focuses on disputes between the company and its franchisees in the US.

News of the investigation emerged amid continuing controversy within the ethical investment sector of business about allegations concerning the UK-based cosmetics and toiletries retailer's "green" and ethical policies.

The FTC refused to say whether its normal policy is to comment on whether any investigation is taking place into Body Shop.

The US agency said it had undertaken 40 to 50 franchise investigations over the past several years, of which a majority had led to legal action. However, it stressed that each case needed to be judged on its merits and none should be pre-judged.

The FTC said its investigations normally consider allegations of unfair or deceptive practices by franchise operators, or more general breaches of US franchise rules.

Details of complaints from former Body Shop franchisees in the US form an important part of a forthcoming article in Business Ethics, a Minneapolis-based magazine, and other pieces scheduled to be published over the next few weeks.

Body Shop said last night: "We are aware of the FTC inquiries which are routine and about which we have no concerns."

It added in a statement: "It is standard practice for franchise organisations to have arguments with franchisees. We have no more arguments in the US than in the UK or any other country. Indeed independent analysts note that we have remarkably few such conflicts for a company of our size. Government agencies in the US have accused us of nothing. This is just more scaremongering."

The FTC is believed to have formally launched its investigation in March, and it has since issued a number of subpoenas to require witnesses to testify.

New Consumer, a Newcastle-based organisation which has criticised Body Shop International, yesterday made public a letter to the company calling for information which would allow it to verify the retailer's "trade not aid" claims and for details of the ingredients in its products.

Mr Richard Adams, director of New Consumer, said Body Shop had repeatedly refused to provide such information. "There are so few hard facts," he said. "I want to try to pin them down a bit."

Letters, Page 10

## Dear Leader's succession to power may be in trouble

By John Burton in Seoul

The delay in the official appointment of Mr Kim Jong-il to the top leadership positions in North Korea is fueling speculation in Seoul that his assumption of power may be in trouble after the death of his father, President Kim Il-sung, six weeks ago.

A report yesterday by South Korea's state news agency that leaflets denouncing Mr Kim were scattered in the foreign diplomatic section of Pyongyang is the latest in a recent spate of largely unconfirmed stories claiming that the Dear Leader may be facing growing opposition to his rule.

The incident coincides with a North Korean radio broadcast that warned that "acts of betrayal by ambitious persons and conspirators" could undermine the ruling party unless the issue of Mr Kim's succession is solved.

But there is otherwise little solid evidence to determine if Mr Kim is losing control of the country. Speculation about his status has been fuelled by [redacted] so far to be named by [redacted] three most powerful post-

tions in the country: general secretary of the ruling Korean Workers' party, national president and chairman of the party's central military committee.

His absence from public view since his father's lavish funeral in mid-July has also caused uncertainty, although Mr Kim is known for being reclusive. The haggard appearance of the 52-year-old Mr Kim at the funeral services prompted rumours he is in poor health. The diplomatic corps in Pyongyang has speculated for years on the issue.

North Korean diplomats abroad have dismissed talk about a problem in the succession, explaining that the delay is due to an extended period of mourning for the dead that is traditional in Korea.

Some western analysts in Seoul agree with that explanation. "It might appear uneasily for Kim Jong-il to take charge quickly. It could take several months for the party and parliament formally to convene and nominate him to the leadership posts," Mr Michael Breen, an analyst for Merit Consultancy in Seoul. But he added that if the transfer of power was not com-

pleted by the end of the year, it could signify that Mr Kim is in trouble.

Many analysts agree with the recent assessment by Mr Lee Hong-koo, the South Korean deputy prime minister for national unification, that Mr Kim may be delaying the transfer until he promotes a younger generation of technocrats loyal to him. This could be a "complex and time-consuming process" in a society based on a strong hierarchical structure, Mr Lee said.

One indication that Mr Kim may be successful in achieving control was the recent return of his step-brother and potential rival, Mr Kim Pyong-il, to Hanoi after spending several months in Pyongyang.

If the power transfer proceeds smoothly, analysts expect Mr Kim will assume formal leadership either on September 3, the anniversary of the establishment of North Korean state in 1948, or October 10, the 40th anniversary of the founding of the ruling party. South Korea is reluctant to hold a proposed summit meeting with North Korea until the succession is completed.

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## Russia defends the rouble with US dollars

Continued from Page 1

real change in policy. We are moving from an extremely high real interest rate to just a very high one," one western economist said. "We are still in the same regime where it is very expensive to borrow. Real interest rates remain at about 4 per cent a month."

But others argued the trend was risky. "Given the future outlook and the fiscal slippage, more prudence would have been useful," another economist said.

The difficulty faced by Russia's foreign debtors — chiefly former

socialist countries — in servicing their \$147bn debts may further complicate the government's fiscal difficulties.

Mr Oleg Davydov, foreign trade minister, said Russia's debtors were paying only \$2bn a year compared to their obligations of \$60bn-\$70bn.

Letters, Page 10

Mr Richard Adams, director of New Consumer, said Body Shop had repeatedly refused to provide such information. "There are so few hard facts," he said. "I want to try to pin them down a bit."

The best that can be said about Sir Colin Southgate's comments yesterday ruling out a merger of Thorn EMI for the next three years was a disappointment. Splitting the group he chains into its music and TV rental parts looked an attractive way of enhancing shareholder value. The advantages of keeping the two divisions yoked together are slim. The steady but not terribly exciting rental business arguably drags down the rating that free-standing EMI shares would enjoy.

The best that can be said about Sir Colin's remarks is that they should clear up speculation over group strategy. The management's main challenge for the medium term is to hit its targets of boosting music margins from 14 per cent to 16 per cent and rental margins from 8 per cent to 10

## THE LEX COLUMN

### NFC loses driver

NFC's statement on the resignation of chief executive Mr Peter Sherlock left everything to the imagination. The company provided no explanation at all, not even that traditional fig leaf, "after a clash of management styles". To be fair to NFC, Bass was no more illuminating when Mr Sherlock left its employ in October 1992. Whatever the reasons, shareholders of both companies may begrudge paying Mr Sherlock over £1m in compensation for loss of office in under two years.

The bigger worry for NFC shareholders is that there is more to Mr Sherlock's departure than personalities. While his business school jargon may not have been to every investment institution's taste, his arrival was welcomed by those keen to see NFC's inbred culture opened up. They will not be reassured that the board appears to have sided with Mr Robbie Burns, a life-long NFC man who was beaten to the top job by Mr Sherlock and has now withdrawn his own resignation.

Although the company stresses that there has been no change in strategic direction, the suspicion remains that Mr Sherlock wanted to pursue it more quickly than Mr Burns.

The management question would matter less if Mr Sherlock's bullish comments about trading prospects had proved accurate. Third quarter figures suggest operating profit growth remains very sluggish. NFC may be right to blame both European recession and American overheating for its problems. But the new [redacted] executive will need to do more to convince investors it can capitalise on the undoubted opportunities.

### Thorn EMI

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The best that can be said about Sir Colin's remarks is that they should clear up speculation over group strategy. The management's main challenge for the medium term is to hit its targets of boosting music margins from 14 per cent to 16 per cent and rental margins from 8 per cent to 10

per cent. The group's first quarter figures, reported for the first time yesterday, show a slight dip in margins in the music business.

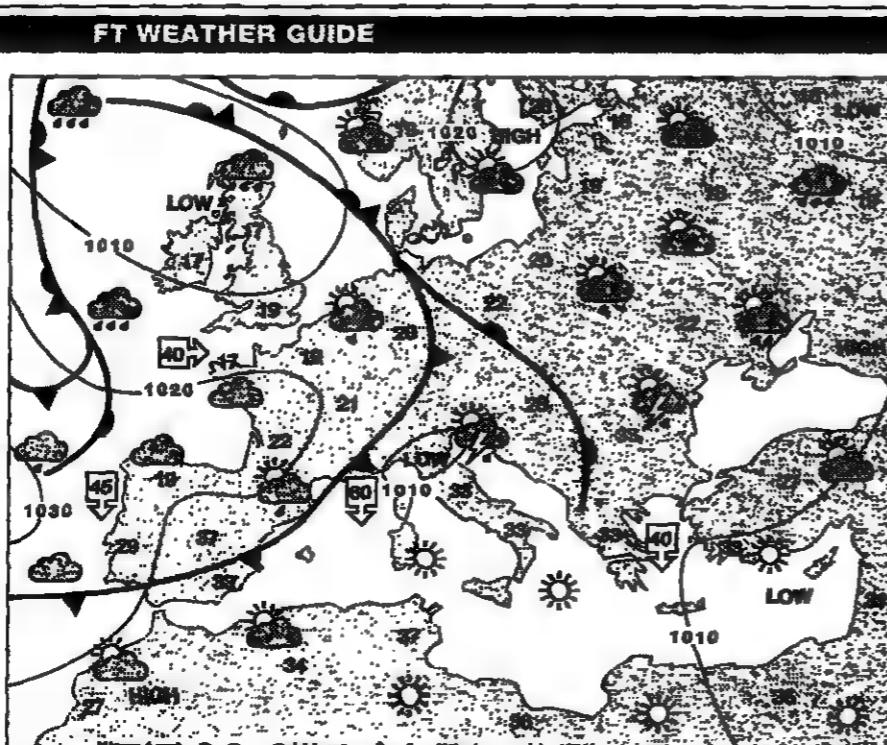
But it would be wrong to conclude much from [redacted] EMI's [redacted] highly cyclical and its Japanese arm did particularly well in the first quarter of last year. Equally the small improvement in rental margins means little, though it is encouraging that Thorn is close to stemming what has been a steady erosion of its UK rental business.

If Thorn can hit its margins targets, investors will look kindly on its plans to diversify into book publishing. Sir Colin has highlighted this as an area where EMI could apply its existing skills in managing intellectual property. With a demerger of the agenda, management will certainly have time to look at other strategic moves.

### Lloyd's

After years of ruinous losses it is some comfort that business now being written at Lloyd's of London is expected to be profitable. But the £800m profit for the 1993 year of account forecast by Chaset, the independent forecasters, would hardly be a cause for celebration. A return of less than 10 per cent of market capacity — the long-term target set in Lloyd's business plan — would be a disappointing outcome for a year which saw few natural catastrophes and premium rates at their peak. While the weather has also been kind this year, rates are already softening.

Neither does this headline forecast include reserves which will have to be set aside against asbestos and pollution.



TODAY'S TEMPERATURES		Temperature forecast for day. Forecasts by Meteo Consult of the Netherlands											
Abu Dhabi	30	rain	30	Caracas	fair	27	Faro	sun	20	Penang	rain	28	
Bahrain	28	shower	28	Cardiff	rain	27	Frankfurt	thund	22	Perth	rain	24	
Bangkok	33	fair	33	Casablanca	fair	28	Geneva	shower	23	Melbourne	sun	34	
Baku	34	shower	24	Chicago	fair	28	Gibraltar	sun	30	Manchester	rain	18	
Amsterdam	20	shower	20	Dakar	shower	21	Glasgow	thund	18	Marilia	cloudy	33	
Athens	35	fair	35	Doha	fair	20	Hamburg	shower	20	Melbourne	shower	16	
Atlanta	33	fair	33	Dubai	shower	20	Helsinki	fair	18	Mexico City	shower	23	
Alresford	28	fair	28	Dublin	shower	20	Hong Kong	shund	20	Singapore	cloudy	32	
Barcelona	28	fair	28	Dubrovnik	fair	22	Istanbul	fair	31	Stockholm	cloudy	20	
Bogota	28	shower	28	Edinburgh	shower	17	Jakarta	fair	32	Sydney	cloudy	18	
Buenos Aires	33	fair	33	London	fair	18	Kuala Lumpur	fair	22	Tampa	sun	27	
Brasilia	33	fair	33	Lisbon	fair	24	Lima	fair	25	Toronto	cloudy	27	
Buenos Aires	19	fair	19	London	fair	20	Madrid	fair	25	Vancouver	cloudy	20	
Brussels	28	sun	28	Lyon	shower	20	Manila	fair	27	Vienna	rain	26	
Brussels	28	sun	28	Madrid	fair	25	Montevideo	fair	28	Winnipeg	fair	21	
Brussels	28	sun	28	Madrid	fair	25	Montevideo	fair	28	Zurich	thund	23	

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## INTERNATIONAL COMPANIES AND FINANCE

# OMV recovers to post first-half Sch240m profit

By Ian Rodger

In Zurich

OMV, the Austrian integrated petroleum and chemicals group, has reported consolidated pre-tax profit of Sch240m (\$22m) for the first half, compared with a loss of Sch52m in the corresponding period last year.

The partially privatised group said turnover was flat at Sch40.1bn as conditions in many of its markets remained weak. However, it was still aiming to make a profit in the full year through continued cutting.

As expected, the pre-tax profit in the second quarter, Sch50m, was considerably smaller than that in the first quarter. This was mainly due to squeezed refinery margins. The exploration and production division fell into a slight loss in the first half compared with a profit of Sch10m due to lower oil prices, lower domestic and accounting changes.

The Schwechat refinery went into the red in the second quarter, causing a slump

in gasoline margins, but higher profits at the Burghausen refinery prevented any erosion from the Sch130m profit made by the refining division in the first quarter. It earned a Sch380m in the first half.

The division's profit rose 26 per cent to Sch86m in spite of price rises and reduced transport business. The storage arm performed well, taking advantage of increased earnings in the second half.

The result put the group on a profits path for the first time since it was formed in late 1992 through a merger between Avesta and the stainless steel interests of British Steel. British Steel owns 40 per cent of the group.

Avesta Sheffield attributed the turnaround to rising demand in Europe, particularly for cold rolled steel plate, its main product, and the effects of internal savings and favourable currency movements.

It rose 16 per cent to Sch3.3bn during the first half, compared with Sch7.1bn last year, and operating profits after depreciation jumped to Sch546m from Sch93m.

"The group result is influenced strongly by currency and price changes for stainless steel. With a continuation of current conditions, the result for the second half is expected to exceed the result for the first six months," said Mr Per Molin, chief executive.

Avesta said higher consumption and stock-building of cold rolled plate had shifted the balance between supply and demand in Europe. This had pushed up prices by 30 per cent compared with the end of last year, although only in the first half of 1993.

Overall, the market had improved since the end of 1993, with European producers diverting sales to Europe from other markets to meet the demand.

The company, which earlier this year raised more than Sch980m through a rights issue, plans to issue more than Sch1bn in the next three years.

The board yesterday gave the go-ahead for a Sch250m

which I could not turn down".

## Amstrad electronics director joins Sega

By Paul Taylor in London

Mr Malcolm Miller, Amstrad's director of consumer electronics, has resigned to become chief executive of Sega Europe, part of the Japanese electronic group.

Mr Miller, 38, joined Amstrad in 1978 as product manager while Amstrad was still a small private company run by Mr Alan Sugar, its founder and chairman.

During the 1980s Mr Miller, who previously worked for Blue Eye Foods, part of the Unilever group, became one of Mr Sugar's closest and most loyal aides.

He is credited with helping steer Amstrad through its

rapid expansion in the 1980s, buoyed by "blockbuster" consumer electronics products such as cut-price compact discs and the Amstrad 386 PC.

Yesterday, Mr Miller expressed mixed feelings about leaving Amstrad, saying it had been very successful.

Mr Miller, who will leave Amstrad next month, said: "I am leaving Amstrad very excited, and said it had been a "wonderful experience working with Alan Sugar". However, he added that Sega's European operations are larger than Amstrad's, and that "there was a very good offer which I could not turn down".

## Avesta Sheffield swings back to black

By Hugh Carnegie  
in Stockholm

Avesta Sheffield, the Swedish stainless steel maker, yesterday announced a swing to profits of Sch35m (\$37.1m) after financial items in the first six months, from a loss of Sch21m in the same period last year.

The division's profit rose 26 per cent to Sch86m in spite of price rises and reduced transport business. The storage arm performed well, taking advantage of increased earnings in the second half.

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## Sector revival sparks Stora surge

By Christopher Brown-Humes  
in Stockholm

Higher volumes, cost-cutting and capital gains brought a dramatically improved performance at Stora in the first half, enabling Europe's biggest pulp and paper group to lift profits to Sch1.51bn (\$200m) in the first half.

Helped by a long-awaited revival in the pulp and paper sector, group volumes climbed 5 per cent and capacity utilisation reached 92 per cent. However, the company had still to feel the impact of the higher

prices which are gradually feeding through into product areas.

Mr Lars Ake Helgesson, chief executive, said local currency prices had generally been lower in the first half than a year ago. Although the group has achieved higher prices for sawn timber and fine paper, a firm upturn in prices for newsprint and magazine paper grades is still awaited.

The Sch865m underlying improvement in the group's performance was enhanced by Sch817m in one-off gains.

On the plus side, the divest-

ment of the Tarkett flooring material unit, Akerlund & Rausing, and forest assets in Chile brought in Sch914m in capital gains. However, these were offset by a Sch200m provision against a possible write-down of a Canadian pulp mill and a Sch105m provision for a fine imposed by the European Union for breaching competition rules. Stora says it may appeal against the EU decision.

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## Unidanmark tumbles to Dkr207m at halfway

By Hilary Barnes  
in Copenhagen

Unidanmark Group, Denmark's second biggest bank, yesterday reported a fall in interim net profits to Dkr207m (\$44m) from Dkr383m as the value of its securities portfolio slided.

The value of securities holdings fell by Dkr252m during the first half of the year. Last year in the same period the comparable figure rose by Dkr53m. Under Danish banking the difference in the value of the securities portfolio during the accounting period is entered directly into the profit and loss account.

Reflecting improved economic conditions, the group said that a bad loss provision fell from Dkr3.8bn in the first half compared with Dkr2.3bn last year.

The bank reported a 10.7 per cent growth in net interest and income to Dkr4.8bn from Dkr4.3bn, while expenses were reduced by Dkr68m.

The bank said that the bank's performance showed that efforts to re-establish the bank's market position, coupled with credit and cost-cutting, are bearing fruit.

The bank was rocked by losses which peaked at Dkr2.1bn in 1992 when bad debt provisions soared to Dkr8.2bn. Bad debt provisions now have reduced to 1.4 per cent of loans and guarantees compared with 1.6 per cent in the first half of last year.

The capital adequacy ratio at the end of the second half was 11.2 per cent compared with 11.3 per cent at the end of last year. No forecast was made for profits for the full year, but the bank said that it expected net interest income in the second half.

DFDS, the North Sea ferry and freight shipping group and European haulage business, reported a first half profit of Dkr1.3m compared with a loss of Dkr1.7m last year. Sales were up to Dkr3.16bn from Dkr2.65bn last year.

## Trygg-Hansa chief executive resigns

By Christopher Brown-Humes

Mr Björn Sprängare yesterday resigned as chief executive of Trygg-Hansa, citing strong criticism of his performance and uncertainty over the group's strategy.

Mr Sprängare, who has led the company for eight years, said it was clear he did not enjoy the "full public confidence" necessary for effective leadership.

He is expected to leave the company during the autumn, after a short-listed candidate has been chosen from three short-listed candidates.

Mr Sprängare said he took full responsibility for a series of mistakes which ended in 1993 and produced heavy losses.

These include the group's ill-fated alliance with SPP, the financial services group; an investment in the insurance unit, Home, and its involvement with the collapsed financial institution, All Kredit. All alone brought more than Sch5bn in losses.

Trygg yesterday announced a sharply reduced operating profit of Sch190m in the first three months, partly

of a mistake, leading directly to the costly investment in SPP.

He said changes following the crisis in the Swedish financial sector were partly to blame for the breakdown of the alliance.

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## COMPANY NEWS: UK AND IRELAND

## Advance to £11m achieved despite decline in US print activities Restructured Wace jumps 57%

By Paul Taylor

Further cost reductions and improved productivity helped Wace, the restructured pre-press and specialist printing group, report a 57 per cent increase in pre-tax profits for the half to June 30.

On turnover which slipped slightly to £165.5m, pre-tax profits increased from £7.04m to £11.1m.

Earnings per share jumped from 4.1p to 10p as the tax charge fell to £1.68m (£2.7m). That reflected the utilisation of the reorganisation of the property portfolio, resulting in a 15 per cent tax cut for the year.

The interim dividend is increased by 50 per cent to 1.5p.

The shares closed 10p higher yesterday at 270p.

Mr Trevor Grice, chief executive, said the profits increase reflected the continued drive for productivity improvements

together with the group's clear focus on cash generation. That had helped reduce net borrowing by £7.4m to £51.8m at the end of June compared with peak borrowings of £100m less than two years ago.

Trading profits increased by 24 per cent to £14.1m (£11.4m) led by improved results from pre-press operations in the UK, the US and continental Europe.

The pre-press operations in Europe as a whole produced considerably improved trading profits of £4.82m (£3.63m) on turnover down from £44.3m to £42.9m.

In the UK, despite intense pressure in the publications market, the corporate advertising market had started to show signs of improvement and the packaging market remained buoyant.

The printing operations in the UK lifted profits to £5.68m (£4.82m) on turnover of £55.3m (£54.4m).

The strongest performing business were the specialist



Trevor Grice: focus has been on cash generation

cent to £3.86m (£3.22m) on broadly similar turnover of £55.8m (£56.8m).

US print turnover and profits, however, were slightly lower because of operational problems with two new presses in Michigan.

### COMMENT

Wace's current management team continue to impress and the strategy pursued over the past 18 months of driving costs down, generating a strong cash flow and paying down debt appears to be working. Mean-

while, although gearing remains high, the balance sheet looks much healthier.

The press problems in Michigan and £350,000 of Scottish

commercial print restructuring costs will hold profits to about £22m this year, equivalent to 20.9p of earnings given the abnormally low tax rate. The shares are on a prospective multiple of 12.9 and could move higher as advertising volume improves.

## AIB may enter the bidding for HMC

By Alison Smith

Interest from other mortgage

lenders in acquiring

Household Mortgage

Corporation appears to be

widening with Allied Irish

Banks, the Irish Republic's

largest banking group, now

expected to be among the

have, for the moment, won.

However, the company will

struggle to win back respect

from the City, where investors

were already beginning to tire

of the lack of results from Mr

Sherlock's strategic review.

It is unclear whether this

was the fault of Mr Sherlock,

or the result of a lack of sup-

port from his fellow manage-

ment, many of whom were far

from enthusiastic about his

overhaul.

He certainly failed to turn

round NFC's profit perfor-

mance. June's interim results

were disappointing, with no

evidence of the economic

recovery feeding through to

profits, and no concrete results

from the new strategy.

On the day of Mr Sherlock's

departure, NFC disappointed

again, with profits from

Europe and North America

below budget in the third quar-

ter.

The stock market

was looking for

the plan was working

in the market.

It is clear that the

market was

not clear about the

plan.

Another factor is that the

market in mortgage books is

changing, particularly since

Halifax Building Society's

announcement that it was

negotiating to buy the £1.5bn

UK mortgage business of

Banque Nationale de Paris.

Some potential bidders

suspect that the prices at

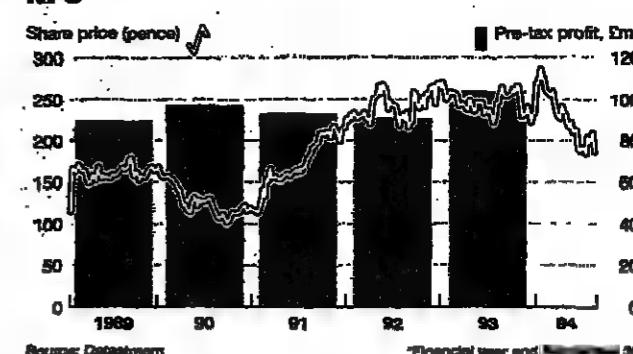
which mortgage books are

available may be high.

## NFC struggles to overcome City doubts

Recent events have not helped, writes Simon Davies

### NFC



Source: Companies House

analysts, and there are inevitable concerns that the removal of Mr Sherlock may be the pace of change, in line with board's stated commitment to the strategy.

The appointment of Mr Sherlock, an outsider, implied a realisation that the paternalistic management had a little shaking up. Mr James Watson, chairman, will find it hard to demonstrate that commitment if he opts for an internal replacement, such as Mr Robbie.

However, the problems may not encourage other leading executives to fill the void.

One fund manager said: "This company needs someone powerful who will take NFC by the scruff of its neck, tell the City what it is going to do, and then achieve it."

Analysts expect something new in keeping with NFC's paternalistic

## Lower school sales hit Nottingham

By Simon Davies

Nottingham Group, one of the UK's leading suppliers of educational products, yesterday announced its decline in profits for 12 years.

The setback came just five months after

the low take-up for the 4-for-3 offer. Mr Andrew Coulson, chairman, said he was pleased with the outcome.

The issue was fully underwritten and means we now have new institutional shareholders and a better balance between institutions and private investors," he said. "It is now 50-50 between around 30 per cent institutions and 70 per cent private."

## Prestwick rights issue only 25% subscribed

By James Burt

The £4.5m rights issue launched by Prestwick Holdings, the UK's largest listed company, was 25 per cent subscribed, the company yesterday.

Despite the low take-up for the 4-for-3 offering, Mr Andrew Coulson, chairman, said he was pleased with the outcome.

The issue was fully underwritten and means we now have new institutional shareholders and a better balance between institutions and private investors," he said. "It is now 50-50 between around 30 per cent institutions and 70 per cent private."

## Graseby blames end of cold war for unchanged £4.96m

By The Burt

Graseby, the UK's largest

yesterday blamed the fall in profits on falling demand for its defence equipment following the end of the Cold War.

A weak performance by the technology division, which makes systems for explosives and chemical weapons, pre-tax profits of £4.87m (£4.87m) in 1993, fell to £4.96m in 1994.

Worsening market rates resulted in the division from being the best-performing business in the UK with 10 per cent to 10.5 per cent.

The division claimed that its product, a pocket infusion pump, could generate £20m over the next five years.

The product monitoring division

improved by improved figures in the medical, environmental and product monitoring businesses.

"We have great growth prospects in these three areas and they will be the key to our future," said Mr Paul Lester, executive.

Graseby had the sharpest improvement with operating profits increasing 8.5 per cent to £1.01m, helped by buoyant hospital sales for its drug delivery systems.

The division claimed that its product, a pocket infusion pump, could generate £20m over the next five years.

The product monitoring division

was flat at 10.5 per cent and, as previously announced, an interim dividend is reduced to 2.7p (3.2p). The total dividend is expected to be unchanged at 5.6p.

Operating profits were 88 per cent (£1.16m) following UK cost-cutting and a 10 per cent fall in

the US market and in North America, where Graseby has expanded its food ingredients operations.

There was a 10 per cent decline in sales in European and other markets reflecting a scaling down of the red meat business, signalled earlier this year.

Higher margins in the food ingredients and processed foods divisions pushed up operating profits to £2.03m, representing margins of 5.43 per cent (5.43 per cent). Sales from ingredients up to £12.7m (£12.7m) due to growth of 3 per cent.

Overall lending in the first six months was £12.1m.

Operating profits, excluding its trading, were up 25 per cent to £1.22m but after-tax profit is reduced to just 1 per cent to 1.51m.

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### YRM considering refinancing

Directors of YRM, the building design consultancy, said yesterday that they were considering a full range of strategic options for the company's future, including the possibility of a refinancing.

They stressed, however, that the considerations were at an early stage. The statement was in response to a recent rise in the company's share price from 174p to 184p.

The company's share price had risen from 154p last month to 164p yesterday - up 1p on the day.

### Fidelity Euro Values net assets static

Fidelity European Values had a 17.76p share price on June 30, a marginal increase of 1.76p.

The FTSE Europe (Ex UK) Index fell by 3.49 per cent in the same period.

The trust, which has a long-term growth through a continental European portfolio, reported retained revenue of £413,000 (£474,000) in six months, equivalent earnings of 0.75p (1.14p) per share.

Current total rental

## Ben Bailey falls 9% despite sales rise

By John McNamee in Dublin

Kerry is starting to feel the benefits of 1993's acquisition of two food ingredient companies in Canada for \$20m, said Mr Frank Hayes, director of corporate affairs.

Earlier this year Kerry acquired another food ingredients business in Mexico for \$20m and continued expansion of the food ingredients division remains the strategic goal, said Kerry's chairman, Mr Michael Hanrahan, yesterday.

Kerry Foods, the convenience foods side, also reported increased sales, up from

£100m to £110m.

The scaling up of Meadow Meats, the red meat operation,

resulted in a fall in sales in that division to £20m (£22m).

Kerry Agribusiness, reported a small increase in sales from £25m to £26m.

Earnings per share emerged at 7.9p (7p).

An increased interim dividend of 1.9p (1.9p) up

from 1.6p (1.6p) was maintained.

Analysts expect something

new in keeping with NFC's

## COMMODITIES AND AGRICULTURE

# Coffee prices jump as buyers find supplies tight

By Alison Maitland

Buying interest from coffee manufacturers and a shortage of supplies drove coffee futures prices sharply higher in London yesterday.

The second position robusta contract rose \$1.56 to close just below the day's high at \$3,570 a tonne, giving a two-day rally of 7.7 per cent.

London Commodity Exchange were helped by a strong performance in New York Monday, which continued yesterday. The December arabica contract was stronger in afternoon

trading at 197 cents a pound. The rally took London prices back to the levels of two and a half weeks ago. But November futures were still about \$500 of the peak reached in the wake of the second frost in Brazil in early July.

"At the lower levels of the past two weeks there has been significant interest from roasters to accumulate and extend their cover," said Mr Robert MacArthur, head of tropical trading at Merrill Lynch in London.

"Selling by growers is limited as they don't want to be too aggressive in

selling at these lower levels."

Continued dry weather in Brazil has encouraged the bulls since it is likely to hamper the flowering season, which begins next month. The US Department of Agriculture warned last week that rainfall was now needed for a "favourable" flowering season.

Some traders were expecting trade demand to increase in the run-up to the important winter roasting period, but they hesitated to predict how much prices might rise.

While the true extent of the frost damage in Brazil was still unclear.

## Brazilians expand plantings

Higher world market prices for coffee since the introduction last October of the producer's export scheme resulted in expanded plantings in Brazil's Minas Gerais and São Paulo, the German industry said yesterday, reports Reuters from Hamburg.

The use of herbicides had also increased, according to an memo in DKV's bulletin assessing Brazil crop damage following the June and July

1993-94 crop should be reduced by 9m or 10m from 25m to 30m bags expected before the frosts, the article said, citing US and trade estimates.

The Brazil authorities had put the frost-hit crop at 15m to 17m bags.

Depending on the extent of the damage, which will not be fully apparent until October, Brazil could return to good harvests as early as 1995-97, DKV said. In any case sizeable crops were likely to emerge in 1995-96.

Brazil's 1994-95 crop would be in a range of 22m to 25m bags (60kg each), while the

## Australian farm returns boosted by livestock

By Nicki Tait in Sydney

Australian farmers saw an average 4 per cent increase in prices received in 1993-94. But the improvement, which compared with a 2.1 per cent fall in 1992-93, was largely due to higher returns from livestock and wool. Crop prices were generally lower than in the previous year.

The figures, produced by the Australian Bureau of Agriculture and Economic Economics and published yesterday, showed cattle prices up by 4.1 per cent,

## Oil market takes stock after sharp fall

By Robert Cozzine

Oil prices steadied yesterday as traders pondered whether the latest sharp falls signalled a breakdown in prices or merely a deep correction.

The price of the benchmark Brent Blend was about \$15.50 a barrel in late London trading yesterday, 20 cents up from the close of \$15.70 on Monday, when a 50 cent fall pushed the Brent price below \$15 for the first time since June.

Some analysts yesterday said heavy selling by commodity and derivative funds were a big factor in pushing prices

down. But one London trader noted that it was the "oil community" that started the selling spree.

The latest falls in large part reflected a growing conviction in the markets that the political crisis and strike by oil workers in Nigeria would not lead to further big supply disruptions.

"The markets have discounted Nigeria as a factor," according to Mr Peter Gignoux, head of the energy desk at the London office of US brokers Smith Barney.

Other analysts noted concern over a cut-off in Nigerian supplies coincided with

prices approaching the top end of the \$15-\$19 range which many have predicted for the year.

"The Nigerian crisis hit at a time of upside fatigue," said Mr Vahan Zanayan, an analyst with the Washington DC-based Petroleum Finance Company.

He believed prices went up too fast in response to the threat of major supply disruptions, which never materialized. Prices at the higher end of the range needed continuous support from events and were "more sensitive to bearish news," he added.

Another factor contributing

## Gold market absorbs fund 'dishoarding'

By Kenneth Gooding, Mining Correspondent

At least 880 tonnes of gold (28m troy ounces) was bought by hedge and commodity funds in 1993, according to estimates by the American Precious Metals Advisors consultancy organization.

It suggests that the funds held at least 530 tonnes (17m ounces) in the first half of 1994.

Mr Jeffrey Nichols, APMA's president, says gold sales by the funds have undoubtedly continued in the second half of this year.

He argues that this change has obscured their activities to some analysts, "resulting in a false picture of what's really going on in the gold investment arena".

Mr Nichols suggests that the markets for gold derivatives and bullion are not really separate and distinct markets, but are "a seamless, interrelated, single market" because every purchase or sale of gold derivatives translates into buying or selling of gold bullion in the physical market.

MetalsFAX: US\$7,000 a year from APMA in Vermont, US, or for \$82,985,543.

## MARKET REPORT

## Copper leads LME metals to firmer ground

Significant underlying gains for COPPER uncovered by a dip yesterday morning gave encouragement to other London Metal Exchange contracts, which closed mostly higher on the day.

"Everyone wants to buy copper on dips... there's a widespread feeling that the copper price could move up strongly in September," a trader commented.

Western Europe would produce 19.24m tonnes, down from 21.02m, and eastern European 9.94m tonnes, against 10.89m.

ing to a new, lower, short-term trading range.

ALUMINUM was also undermined by a stocks rise, three months metal dipping to \$1,477 a tonne in early trade. A

recovery for the rest of the day triggered short-covering in the hours trading, however, which prompted a burst up to \$1,504, up \$19 from Monday.

Traders said that selling was likely to be attracted above \$1,500, though a break above \$1,510 could signal fresh gains.

## CROSSWORD

No.8,540 Set by GRIFFIN

LME WAREHOUSE STOCKS (as at Monday's close)									
Aluminium	4,600	to 4,677	7,400	8,025	5,300	1,900			
Alumina	1,200	to 25,180							
Copper	42,975	to 55,850							
Lead	550	to 584,920							
Steel	7,972	to 13,162							
Tin	4,000	to 14,495							
Zinc	30	to 21,495							

LIVE WHEAT CBT (5,000bushels/cent/bushel)									
Sept	31	1412	1400	1398	1396	1394	1392	1390	1388
Oct	16	1401	1398	1395	1392	1390	1388	1386	1384
Nov	1072	1402	1398	1395	1392	1390	1388	1386	1384
Dec	1084	1404	1398	1395	1392	1390	1388	1386	1384
Jan	1102	1405	1398	1395	1392	1390	1388	1386	1384
Feb	1111	1406	1398	1395	1392	1390	1388	1386	1384
Mar	1120	1407	1398	1395	1392	1390	1388	1386	1384
Apr	1130	1408	1398	1395	1392	1390	1388	1386	1384
Total	1084	1404	1398	1395	1392	1390	1388	1386	1384

LIVE COCOA LME (10 tonnes)									
Sept	1400	1412	1400	1398	1396	1394	1392	1390	1388
Oct	1405	1412	1400	1398	1396	1394	1392	1390	1388
Nov	1410	1412	1400	1398	1396	1394	1392	1390	1388
Dec	1415	1412	1400	1398	1396	1394	1392	1390	1388
Jan	1420	1412	1400	1398	1396	1394	1392	1390	1388
Feb	1425	1412	1400	1398	1396	1394	1392	1390	1388
Mar	1430	1412	1400	1398	1396	1394	1392	1390	1388
Apr	1435	1412	1400	1398	1396	1394	1392	1390	1388
Total	1405	1412	1400	1398	1396	1394	1392	1390	1388

LIVE MAIZE CBT (5,000bushels/cent/bushel)									
Sept	2216	2224	2190	2184	2178	2172	2166	2160	2154
Oct	2221	2224	2190	2184	2178	2172	2166	2160	2154
Nov	2226	2224	2190	2184	2178	2172	2166	2160	2154
Dec	2232	2224	2190	2184	2178	2172	2166	2160	2154
Jan	2237	2224	2190	2184	2178	2172	2166	2160	2154
Feb	2242	2224	2190	2184	2178	2172	2166	2160	2154
Mar	2247	2224	2190	2184	2178	2172	2166	2160	2154
Apr	2252	2224	2190	2184	2178	2172	2166	2160	2154
Total	2226	2224	2190	2184	2178	2172	2166	2160	2154

LIVE SOYBEANS CBT (50,000bushels/cent/bushel)									

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## MARKET REPORT

## Strong opening on Wall Street lifts UK equities

By Steve Thompson

A strong rally in the dollar after prolonged weakness provided a much-needed boost to international bond markets and helped resuscitate a UK equity market suffering from an acute dose of inactivity.

The FT-SE 100 index ended a difficult week a point 3.8 higher at 3,171.3 and there was a feeling around the City's trading desks that a good closing performance by Wall Street could see the UK equity market launch another attempt on the 3,200 level. There was movement for that view after London closed with the Dow-Jones Average up more than 26 points more than two hours after trading finished in the UK.

The FT-SE Mid 250 index moved in tandem with the senior FT-SE

index, ending the day 3.6 up at 3,753.4 and was given a substantial push by another strong performance from the utilities areas of the market where there were persistent rumours that a predatory move against one of the regional electricity stocks might materialise sooner rather than later.

The main driving force for share prices in London came from the gilt market where long-dated stocks, which were down almost half a point a day in the session, rallied to end the day fractionally higher on balance.

The dollar's improvement, which drew an instant response across international financial centres, came as markets were said to have adopted an early bullish view of the current series of bond auctions. Yesterday saw the auction of over

\$17bn worth of two-year bonds while today brings the sale of \$1bn of five-year debt. Traders also said that the dollar had been oversold and was in rally.

Many dealers remained unconvinced that the market was about to move ahead, pointing to the recent low turnover levels in what is traditionally one of the quietest trading periods of the year. Turnover in equities yesterday was 556.5m shares, with non FT-SE 100 stocks accounting for just short of 60 per cent of the total.

Sentiment at the close was in marked contrast with the early part of the trading session. An early attempt to mark stock prices higher succeeded only briefly as both the FT-SE future and the long gilt future were hit by flurries of substantial selling pressure.

The FT-SE 100 which posted a gain of around two points minutes after the opening subsequently ran back to show a double-figure in mid-morning.

Thereafter, prices began to stabilise, recognising the gradual improvement in the dollar, and subsequently improved to close the day's best levels.

Late trading was featured by a series of big individual trades, including the purchase of a block of 2.2m Vodafone, the leading cellular phone group. The FT-SE 100's best individual performance came from Prudential where one institution was said to have paid 318p a share for a block of 1.8m shares. Insurance shares are among the market's worst performers this year, dealers said.

Financials also provided two good

performers in Barclays, which shrugged off recent switching into NatWest and responded instead to a bullish circular, and that of Sainsbury, which continued to respond to a small upgrade. Guinness, the brewing and distilling group, was also heavily traded as the session drew to a close.

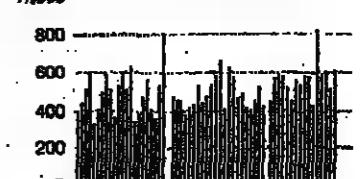
Worries about developments in milk marketing continued to affect the market's two big dairy products groups, Northern Foods and Unilever, which continued to respond to a small upgrade. Guinness, the brewing and distilling group, was also heavily traded as the session drew to a close.

Worries about developments in milk marketing continued to affect the market's two big dairy products groups, Northern Foods and Unilever, which continued to respond to a small upgrade. Guinness, the brewing and distilling group, was also heavily traded as the session drew to a close.

## FT-SE-A All-Share Index

## Equity Shares Traded

Turnover by volume (million). Excluding inter-market business and overseas turnover



## Key Indicators

## Indices and ratios

FT-SE 100	3175.1	+3.8
FT-SE Mid 250	3753.4	+3.6
FT-SE-A 350	3159.1	+1.8
FT-SE-A All-Shares	3159.1	+1.74
FT-SE-A All-Share	3159.1	+1.74

## Best performing sectors

1 Life Assurance	+1.3
2 Tobacco	+1.1
3 Extractive Inds	-0.5
4 Insurance	+0.8
5 Spirits, Wines & Cider	+0.5

Worst performing sectors	-1.2
1 Gas Distribution	-0.6
2 Leisure & Hotels	-0.6
3 Chemicals	-0.5
4 Transport	-0.5
5 Health Care	-0.5

the FT-A All Share Index. A clutch of broker's recommendations powered industrial group Charter, which on Monday declared its bid for welding equipment supplier Esab unconditional. The group is expected to win the 90 per cent acceptance it needs to achieve a complete takeover.

The group jumped 26 to 796p, with Kleinwort Benson and NatWest among brokers recommending Charter.

British Steel put 4% to 156p, after stainless steel group Avesta Sheffield, its Swedish joint venture, returned to profit in the first half of the year.

Holiday group Airtours had a volatile day. The shares were down 15 early in the session on rumours that the group was about to issue a profits warning. Calls to the company from anxious dealers and analysts met with a "no comment" reply which initially increased the market worries.

However, mid-session gains started a recovery and, together with the dismissal of the early rumours by many analysts, the shares closed 4 ahead at 449p. The early negative sentiment weakened rival Owners Abroad which gave up 1% to 1044p.

Priming group Wm. Gurney & Co slipped 6 to 527p as institutional investors reacted to a cautious note from BZW. The investment bank argues that the value of its investment in Tengel, the company's new Wm. Gurney & Co, was already discounted by the shares' 27 per cent premium to

the FT-A All Share Index.

On the FTSE 100, shares of

## Takeover talk peps Wellcome

The market has the scent of a big takeover in the pharmaceuticals sector and refuses to let go. Yesterday there was a whiff of very big game being hunted by Glaxo, the UK leader, with Wellcome pinned as prime target.

A story in the US press said Glaxo had secured a \$16bn line of credit. This gave rise to sug-

gestions that it might have a take-out price of \$70 to \$80 a share and Lambert or over \$100. Wertheim Schroder had also suggested that Wellcome might be bought at 80p a share and was stoking interest in the sector yesterday with a piece of research arguing for a strong overweight stance. Analyst Dr Jonathan Thompson argued that investors should be up to three times

overweight but should perhaps switch from SmithKline which was suffering from a "flawed strategy" and erosion of profits by generic rivals Tagamet, its anti-ulcer treatment.

Glaxo shares rose 6 to 545p and Wellcome 6 to 545p while SmithKline was flat at 545p.

## NFC shock

A profits warning from NFC together with the shock resignation of the company's chief executive after only 18 months in the job took the market by surprise but market watchers welcomed the decision of Mr Robert Burn, the head of the group's UK transport and logistics arm, to withdraw his resignation. One analyst said: "This

is all a bit of a shock but I believe the management changes at NFC will counter the negative impact of the lower than expected figures."

Shares in leisure

Thorn EMI rose 6 to 545p

and 10p in June, after

the company reported an 18 per cent decline in first quarter figures.

Profits fall 27.3m to 240.4m and dealers moved quickly to sell 555,000 shares, sending the shares to a low of 1049p. However, later in the day, the spotlight moved away from the headline profit figure and analysts focused on the 25 per cent increase in operating profits, helping the shares claw back some of the earlier losses.

Mr Bruce Jones at Smith New Court commented: "The underlying figures and statements are encouraging but the shares have had a good run." An analysts tour of some of the group's operations begins next week.

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Other sectors

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New Court reiterated its

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